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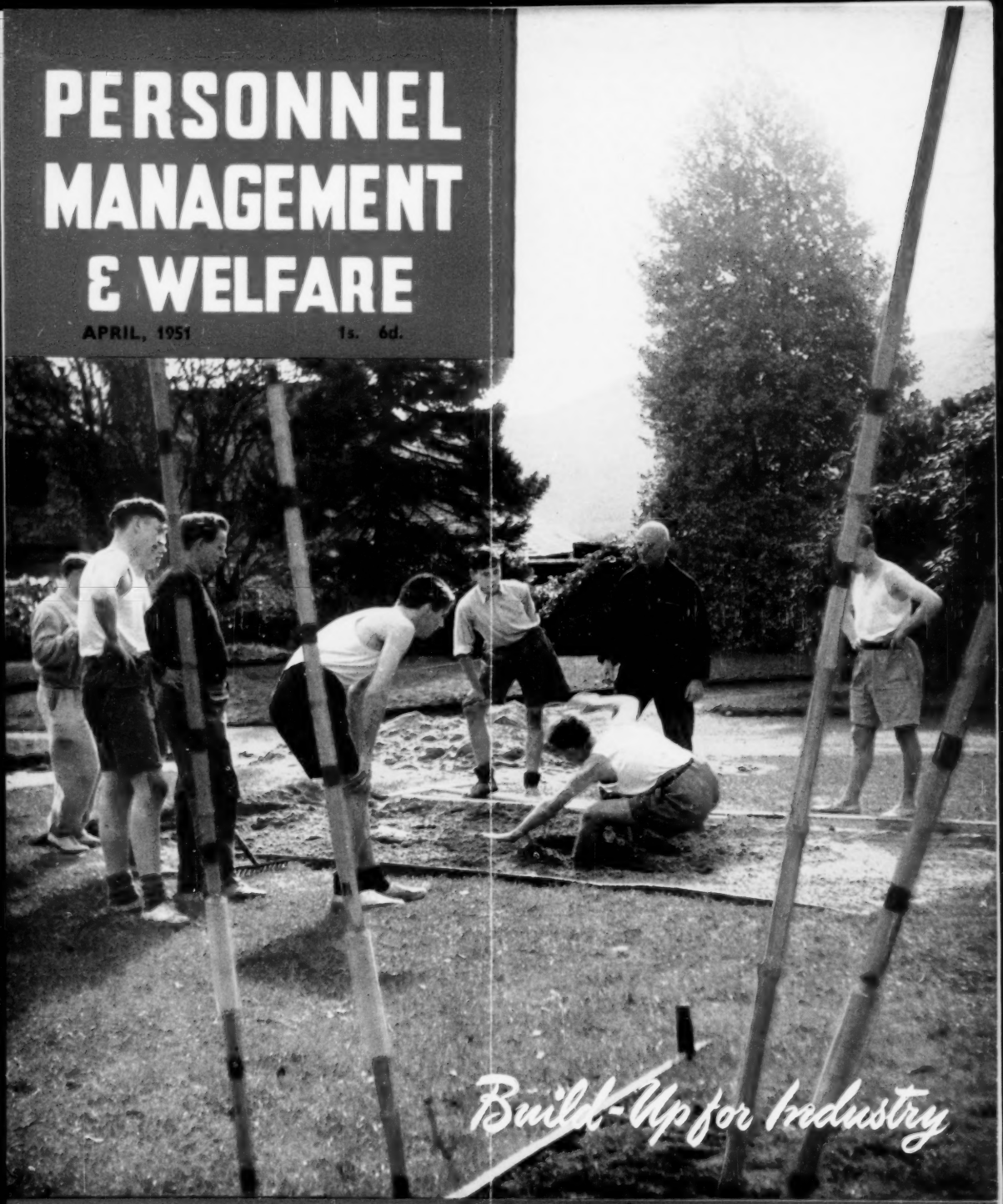

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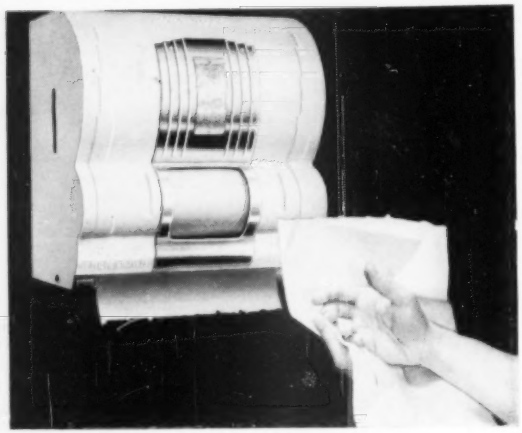

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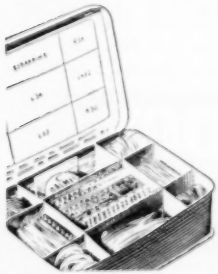

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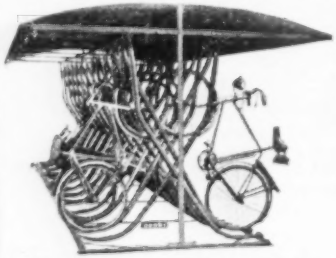

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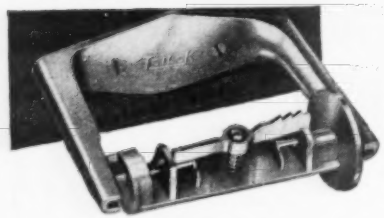

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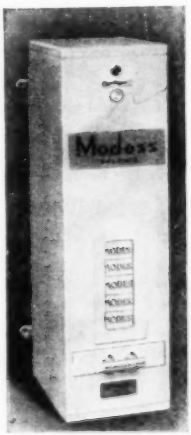

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PERSONNEL MANAGEMENT & WELFARE

INCORPORATING CIVIL DEFENCE JOURNAL
AND A.R.P. AND N.F.S. REVIEW

VOL. 17 No. 131 APRIL, 1951

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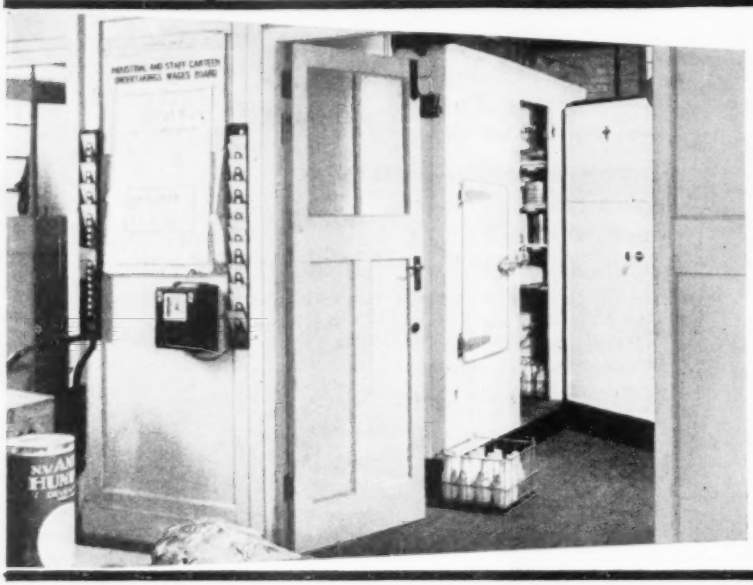
COVER

Boys from industry get a chance to show what they are made of at the Mountain School of the "Outward Bound" Trust in Eskdale. Picture shows a former Olympic champion, who is now Training Director at the School, judging a Long Jump competition through a "screen" of javelins!

Published monthly by Trade Chronicles Ltd., 180 Fleet Street, London, E.C.4 (CHA. 8844). Incorporating "Civil Defence Journal and ARP & NFS Review" and "Welfare," London. Subscription rates: 20s. per year, post free, U.K., abroad; 1s. 6d. per copy, 1s. 9d. post free in U.K. The Editor will consider articles, news items, photographs and details of new products. No responsibility is accepted for MSS., and stamped addressed envelope must be enclosed if return is desired.



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Trainee-Director Plan

by V. JOBSON

Chairman
Qualcast Ltd.

When the man in the street hears or sees the name "Qualcast" he probably thinks of Qualcast lawn mowers. The firm is properly proud of its well-known achievements in the lawn mower industry, but no less proud of its reputation for "Quality Castings." Each week over three-quarters of a million of castings pour from its foundries for use in the manufacture of motor-cars, trucks, tractors, refrigerators, electric irons, tools, sewing machines and a hundred other articles—lawn mowers, too, of course.

ORIGINALLY founded in Sheffield in 1801 by my great grandfather as a small family concern making stoves and grates, the business was moved to Derby in 1849. By 1913 it was in serious financial difficulties and there seemed no future in it, but we struggled along and after the first World War decided to change over to the manufacture of precision castings. In 1921 we also entered the lawn mower industry and since that time have steadily expanded until now Qualcast Ltd. (which was turned into a Public Company in 1928) and its subsidiary companies have some 2,500 employees and a market valuation of £3,000,000.

This has not been accomplished with ease. We have faced many difficulties and always keen competition. To quote an example, the cheap lawn mower market used to be an American monopoly, but we decided to beat them to it, and we did. After we had beaten the Americans, the Germans tried to capture the market with a subsidised lawn mower. We dealt with them too and today there are no American or German lawn mowers sold in England, and very few in the Empire. In fact we are now exporting substantial quantities of mowers to the U.S.A., despite heavy import duties. Our Australian subsidiary, which also manufactures lawn mowers in addition to operating a small foundry, is the largest plant of its kind in the southern hemisphere.

The Qualcast Service Code, a copy of which is given to every employee, states, "Our ideal for which we are constantly striving is one big Qualcast family. We want anyone joining our organisation to feel at home and be happy with us and make his service with us a career, and later on to have a second and third generation with us." Perhaps, you may argue, there is nothing unusual about this statement; in fact it is becoming monotonously commonplace. We lay no claim for its originality. But the difference lies in the fact that whereas in many companies this kind of statement remains just a pious hope, in Qualcast we have planned and worked to make it a live reality.

Our success has been due to a number of factors, but it must be emphasised that the most important overall factor has been good teamwork, and good teamwork implies good leadership or management. Teamwork can only flourish under the right conditions but the right conditions do not happen; they have to be created by a positive policy at the top. In Qualcast we have always aimed at making our employees feel that they belonged to the organisation and that they could make a career for themselves within it. We have trained up our youngsters and given them responsibility as they became ready for it, until they could qualify for the highest positions in the organisation. Every member of the present Board started at the bottom and worked his way up.

However, under normal circumstances in any company, new appointments to the Board are not made very often and a new Director, even though he may possess the highest qualifications, may take some years before he becomes a

Qualcast Students with their Instructor in the Conference Room

"fully fledged" Director, during which period the Board may be unbalanced.

Questions of Age

In our case we also had an "age gap" to bear in mind, several members of the Board being 20 to 25 years older than the others. Importing Directors from outside sources is against our general policy, although we agree it may be necessary in certain circumstances, but such a step tends to create a feeling of frustration amongst the employees and nullifies efforts made to encourage ambition and a progressive outlook, which is so essential in a business such as ours. It was decided, therefore, to start what is in effect a school for training Directors and that the men chosen for training should have the title of "Trainee Directors." The essential qualifications are youth, ability, energy, ambition and loyalty. The object of the scheme, very simply, is to give men who are experts in their own particular field the opportunity of learning the wider duties of a Director of a company, including his responsibilities to the shareholders and general public, so that if necessary at any time, a member of the Board can be replaced, or the size of the Board increased without losing any of its efficiency or becoming unbalanced.

SPEAKING FACTS

Six men were chosen to be our first trainees. Two of these men started as office boys; one is now our Company Secretary, after 17 years' service, and the other Works Manager at Derby after 21 years' service. Another started as a draughtsman with our Manchester subsidiary and is now Managing Director of that Company after 21 years' service. The fourth also has 21 years' service to his credit and has risen from an apprentice pattern-maker to General Manager of one of our largest foundries. The fifth was a lad in our Time Study Office 30 years ago and is now Managing Director of our Wolverhampton company, while the remaining Trainee — with 5 years' service—earned rapid promotion to Sales Manager in charge of our Castings Sales Department.

The Trainee Directors are supplied with the same information as is given to the Directors from the various divisions at Derby and subsidiary companies, including production and sales reports, trading accounts, balance sheets and budgets. (Readers will probably be interested to know that the financial results of every department are ascertained very promptly every week.) The activities of the trainee Directors are not restricted in any way, and when attending Board Meetings they act on a par with the ordinary Directors, except, of course, that they cannot vote, but being armed with the same information as Directors can participate in all business with every confidence.

It Works Well!

The advantages of this plan are manifold. The trainees, each of whom is solely responsible for the efficient running of his particular section of the organisation, have every opportunity of acquiring an overall picture of the business and management of the whole organisation and so can appreciate how the activities of one subsidiary company/division/department impinge upon the others. Thus many usual causes of inter-departmental friction are ironed out before any project is put into practice and much production time saved which might have been lost through misunderstanding or even active obstruction.

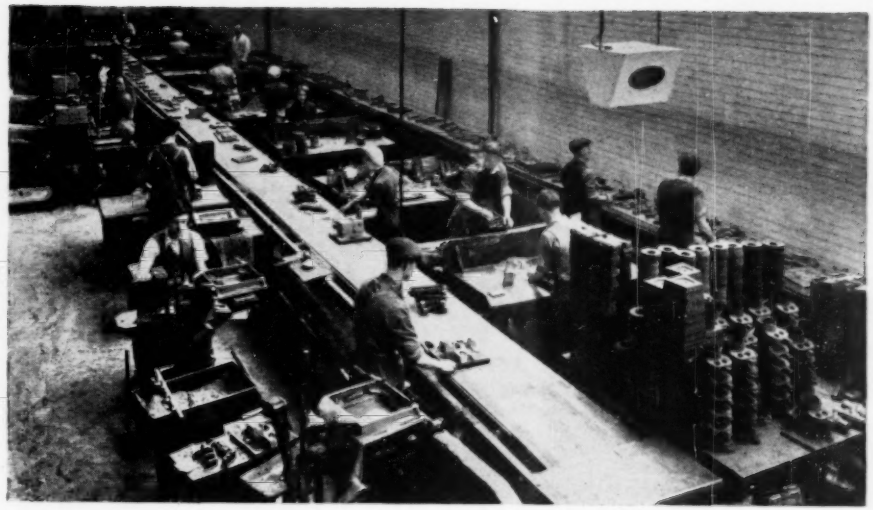
Equally important is the effect on the relationship between management and the shop floor. These men are much nearer to the operatives in background and experience than a great many Directors. The workmen whom they now manage are often their boyhood friends and neighbours and they often play organised games together or meet in the Sports and Social Club, named by the governing body "Jobson House." This was opened in 1945 and is completely controlled in their spare time by the governing body, elected annually by the employees. The close contact between executives and other employees at work is maintained during evenings and weekends, whilst they are engaged in club activities. As a result everyone can speak freely and frankly to one another and possible sources of friction can be eliminated before trouble is caused.

The existence of the Trainee Director Scheme points conclusively to the fact that for the able and ambitious man in Qualcast, "the sky is the limit." It is literally true to say that the opportunity is open to any employee joining the company to reach the very highest post—that of Managing Director—if he proves himself worthy of the responsibility. This encourages young men of ability to stay in the organisation and carve a career for themselves. It cuts the cost of continuously training new men and builds up a stable and loyal team of workpeople as well. Every employee is regarded as a "colleague" and is treated as such. All are given the fullest possible information on the company's policy and progress, and a copy of the Directors' Annual Report and Accounts is posted to each employee as well as to each shareholder. Employees also receive copies of the Chairman's half-yearly report. A Suggestion Scheme is in operation, for we recognise that the man on the job can very often show us new ways of doing things.

Assembling lawn mowers at the Qualcast works

Wages and Incentives

Wages are generally high and all but a small proportion of the works' employees participate in some form of payment by results, one of the most widespread systems being our adaptation of the "Taylor" System



Conditions throughout the factory are light and airy — a bird's-eye view of one of the shops

of Time and Motion Study, which was first introduced in 1913. We have always considered ourselves pioneers in this respect in our industry. All staff employees in positions of responsibility are also paid by results.

One Big Family

That our policy of making all employees feel they are members of "one big Qualcast family" has succeeded, is evidenced by the fact that our labour relations are good and we have not had a dispute worthy of the term since 1936. In many cases families have served the company through two or three generations. Every year presentations are made to long service employees and this year's ceremony included a special award to one man who has been with us for 60 years and still intends to carry on. Every effort is made to care for the well-being of employees both inside and outside the factory. Working conditions are the best possible in an industry such as ours; shops are roomy and well lit (both naturally and artificially). We are constantly striving to keep abreast of the latest developments in improving working conditions, being fully conscious of the fact that most of our time is spent at work. There is a first-class surgery and canteen, sick fund, holiday fund and staff pension scheme. Over £15,000 has been spent in providing and equipping the fine clubhouse and sports fields, which offer facilities for indoor and outdoor games and social functions for employees and their families.

Our interest in our employees does not cease at the works' gates. Through our Personnel Department employees receive help and advice on numerous problems with which they are faced.

We cannot claim to measure the results of our "Trainee Director" Scheme in precise terms of increased output or in cutting costs. It is true that during the period in which the scheme has operated production has increased considerably, and we are justifiably proud of the fact that our production is among the highest in the industry but this has also been due to other factors such as the introduction of new plant, mechanisation and extension of premises. We are convinced, however, that the scheme is proving a success because it is supplying the scarcest thing in the industrial world today—first-rate managerial talent.

The Chairman of the Company *(right, above)* presenting a Long-Service award at a recent function when a number of workers whose records extend to as much as 60 years were honoured by the management and their colleagues

(Right) A pleasant corner of the lounge and games-room at "Jobson House," headquarters of the Sports and Social Club which is run by an elected committee. Here managers—and trainee managers—and workers meet "off parade" in an atmosphere of family friendship

Young Labour Must Not Fall Into

A Bottomless Sieve

by CHRISTINA HYDE

Personnel Officer

Birmid Works

FEW problems distress the Personnel Manager more than the heavy labour wastage in the age groups 15-20. In a highly industrialised area where jobs are many, varied and well-paid, the youngsters mill round from place to place seeking novelty, seeking money, and becoming progressively less able to concentrate or learn. Their competence in performance is of a lamentably low standard; their overall cost to a firm is deplorably high. None of this is news to anyone dealing with personnel and this article sets out briefly to enumerate some specifics that show promise of stabilising young labour, especially of the kind for whom the highest level of technical achievement will never be possible and those who must form the vast army of the manually efficient which produces the country's industrial output.

Undoubtedly one of the basically soundest schemes is that of "craft" apprenticeship, something quite different from "technical" apprenticeship, which trains the technical skill and feeds into industry a stream of intellectual capital, while offering the promise of selective top-level jobs. The craft apprenticeship scheme admirably suits those youngsters who, leaving school at the first possible moment and coming often from the rougher types of home, are pitchforked into factory life. Parents, local habits, and usually their own lack of direction and desire, all combine to give them high wage earning and a certain ca'canny as their sole motives for work. Yet they are to a large extent plastic material for influence. The craft apprentice is not only specifically trained in a skilled occupation but also gets all the formative protection of the traditional apprenticeship scheme. He goes, usually one day a week, to the local Technical College not for much academic diet, but to learn more about how to correlate aspects of his craft (for instance moulding). He at once becomes an individual, not just one of the 2,000 odd employees, he is known closely by the Personnel Manager, reported on by foremen, departmental manager and so on. His progress is charted, his triumphs acclaimed; his family and friends brought in on the presentation of his certificate and so on. And, nebulous as all these "human" affairs are, it has been proved that youths respond.

It took the Public and the best Secondary schools a long time to work out and assess the excellent prefect system and democratic government that now prevails in sixth forms. Firms with an enlightened personnel policy are now finding that it is worth while to use something of this same method with their young fry. The craft apprentice may often be a rough diamond but he can and does respond to such opportunities as a good Apprentices' Society offers. Such responsibility as can be given should be given.

A young "Birmid" worker fettling a "Wadkin" Machine Tool Case

For instance, my company each week entertains a party of schoolboys who are shown round the works, given tea, photographed and seen off the premises. Apart from the actual lay-out of the itinerary and the correspondence involved, all the arrangements and all the guidance is done by apprentices who act as hosts.

This appeal to self-esteem is one factor; another is the satisfaction of that demand for novelty which all modern youth has. Be it noted that all sentimental and time-wasting projects are firmly rejected. All activities must be planned to serve an economic or a publicity purpose, those, that is, that occur in works' time.

Leisure Time

Much can and should be done to offer a fruitful leisure too. Although it is clearly understood that no firm wishes to control its employees'

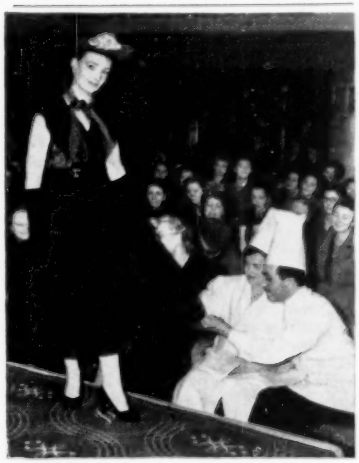
Apprentices at play—a view of the firm's annual Sports

leisure, yet with youngsters it is imperative that well-organised games, athletics, clubs (covering a wide range from table tennis to chess and philately), should be "on tap" if required. One firm in the Midlands has been astounded by the success of the experiment by which a spare-time machine shop has been made available for evenings, week-ends and the midday break. Equipped with tools and machines it enables the young hobbyist to indulge his ideas as he wills.

Well Worth While

The results of all these provisions must have long-term assessment. Their cost is almost certainly less than the shamefully high cost of heavy turnover. Even with subsidised meals for under 18 year olds, and with more internal transfers than one would normally use (for this internal movement within departments often defeats that arch enemy boredom) the overall cost is infinitely worth while. The young employees are obviously the key labour of the future and unless they are steadied, helped and settled in the 15-20 age period, they will probably be lost to industry in their fullest potential contribution.

At present, all too few firms tackle the problem. Young labour is being dropped into the personnel strength as into a bottomless sieve. It won't do.



Canteen and transport workers, sales girls and clerks at D. H. Evans, Oxford Street store, had their own preview of the new fashions. Over 1,000 workers saw the parades. (The gown on show is "Boat Race")

Who Makes Your Personnel Policy?

ONLY top management can officially issue or change any statement of company policy. Unless we concede the right and duty of top management to do this, we deny its right to manage. If, however, we include under the word "make" all the thinking that goes into formulating a policy, then it is unrealistic to consider that this should be confined to top management. It is the people who make a policy work, and in that sense every member of the organisation must think on the policy level.

By "policy" we mean a guide in making decisions, primarily a guide for management decisions, but ultimately a statement of the company's purpose for all employees. An adequate personnel policy statement should include the following features:

1. It affirms, for the company as a whole, a long-range purpose for personnel relations;
2. It commits management representatives to reaffirm this purpose in their daily decisions and behaviour;
3. It indicates the scope left for discretion when this purpose has been interpreted in a variety of situations and over a period of time.

It is obvious that policy making in this sense cannot be left to a chief executive sitting behind his desk nor to a board of directors. The advantages of such a broadly-based policy are that all members of management are recognised as such, and will therefore take more interest in making the policy work. Being based on first-hand information at all levels it is more realistic. It encourages clear thinking and speaking and gives an opportunity for discovering and developing this capacity where it exists in the management team.

Step By Step

Analysing the process through which policies are made, the following steps become clear:

(1) *Initiating a policy*—this may arise at any management level through a realisation of the need for guidance from top management.

(2) *Fact finding*—the collection of information on all aspects of the company's activities and organisation is a job for a specialist, probably a member of the personnel department.

(3) *Recommending a policy to top management*—this should be the job of the personnel officer who is in a position to know everyone's views.

(4) *Putting a policy in writing*—this should be a clear and precise statement of facts.

(5) *Explaining and discussing a proposed policy*—If the policy is to be understood opportunity must be given for explanations and discussion before it is made official.

(6) *Adopting and launching a policy*—This must be the responsibility of top management.

(7) *Releasing a policy throughout the company and to the union*—By releasing a statement of policy management is publicly committed to observing it.

(8) *Administering a policy*—A policy is what it does; its meaning and value become apparent when it is used.

(9) *Follow-up*—It takes time for a personnel policy to prove its usefulness or deficiencies.

(10) *Evaluating an existing policy*—This must be done by top management after information based on experience of the working of the policy at lower levels.

(11) *Restating or reformulating a policy*—However effective a policy is it must be restated from time to time to keep it live and flexible.

(Condensed from *Personnel*, November, 1950.)

Off-The-Job Accidents

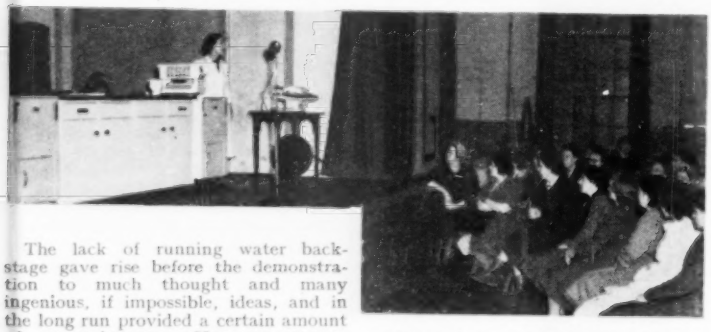
NEW workmen's compensation laws in New York State have raised the question of employers' interest in "off-the-job" safety. Until now their consideration has been limited to the control of accidents within the works. Now they are turning their attention to accidents in the home, in the streets and elsewhere. Experience has shown that activities can be developed to stimulate employee interest in safety outside the works with the help of accredited national and local organisations. The success of an "off-the-job" safety programme depends upon the individual efforts of the employee, members of his family and the general public. The greatest beneficiaries are the employees and their families, since they suffer most through physical injury and loss of earning power, but industry also benefits because people properly educated in safety consciousness will use safe practices at all times; and the "general public" are also employees or potential employees.

(Condensed from *Safety, Maintenance and Production*, February, 1951.)

Lunch Hour Demonstrations

DEMONSTRATIONS held during the lunch hour in the canteen gave all employees of the Hotpoint Electric Appliance Co. Ltd., Peterborough, an opportunity of seeing the products they help to make put to their proper use.

The stage was set to give the appearance of a kitchen and this was mainly achieved by the presence on the stage of a double stainless steel sink unit flanked by two washing machines (one intended for demonstrating the rotary ironer) and a clothes dryer and table ironer.



The lack of running water backstage gave rise before the demonstration to much thought and many ingenious, if impossible, ideas, and in the long run provided a certain amount of entertainment. However, everything went smoothly when the demonstration took place.

Mrs. Shaw, of the London Demonstration Staff, is an experienced hand at this work and she gave an interesting and lively exposition of the way the products are used and the facilities they offer, as she proceeded to wash shirts, sheets, table-cloths and pillow-slips in one of the washing machines.

After ringing and rinsing the articles in the sink the clothes were again passed through the wringer and the clothes dryer was brought into the picture and its function explained fully. On the following day a selection of articles were ironed, both the rotary and table ironers being demonstrated in full.

Day Nurseries In Scotland

PROVISION of day nurseries for women workers' children is extended in Dundee where Jute Industries Ltd. have completed their third modern building for this purpose. The new Tay Nursery will take sixty-five children, from babies to toddlers, and serve four adjacent works. The recruitment of female labour to the industry in Dundee has been limited by lack of nursery accommodation in the city, all the municipal nurseries being full.

In this situation Jute Industries Ltd. have adopted the logical policy of providing their own facilities in the hope that it will attract labour of the type wanted. The new nursery will be divided into three sections, one for babies, one for toddlers and one for the "between-agers." Balcony and sun-trap space has been provided owing to lack of garden space. The nursing staff of fourteen will have the services of the Jute Industries Ltd. doctor. This is probably the most extensive scheme of its kind in Scotland and is one which has been pursued with the greatest success to date.

Hot-point workers see an "Ideal Homes" demonstration of their products

No Politics In Works Magazines?

SHOULD articles on national economics appear in house organs? *NO*—unless such articles have a pertinent bearing on the plant and its employees. *YES*—a house organ editor who puts out a single issue without some contribution towards a better understanding of the economic system is as derelict as the citizen who fails to go to the polls because he thinks his vote is not important. This discussion between two American editors of house organs—Manning Hawthorne of the American Optical Co., and John A. Jones of Weirton Steel Co. gives both points of view.

Mr. Hawthorne maintains that what employees want from their company's magazine or newspaper is news of their fellow workers, the plant and the various departments of the plant, and he bases his conclusion on the result of a survey amongst the 5,000 readers of his own company's bi-weekly newspaper. Any employee who wants news on national economic subjects can read the national newspapers and periodicals. If he does not feel enough interest to go to such sources he will certainly not bother to read about them in a house organ. The exception to this rule is the story on new social security measures, or a rise in Income-tax, which tells employees how these matters affect them personally. The purpose of a house organ is to give an employee a sense of belonging to an organisation and to create good works' relations. This cannot be done by discussing the dangers of inflation, but it can be done by telling him about the company's plans for the future, about new jobs opening up and about Joe's wedding to Jane.

Our Policy Has Paid-Off

Mr. Jones maintains that for 17 years their 14,000 employees have been told about "the American way of Life"; they believe in it; they practise it; they understand it. Their workpeople are also good industrial citizens. They have worked for 17 years without a single work stoppage of any kind, and it has been a continuing theme of their works' magazine that it is not true or natural that the interests of employees and management should be permanently opposed to one another. They accept their responsibilities because they understand the issues involved. For example, 80 per cent of them voted in the State elections and 98 per cent in the trade union elections held in the mills, while they participate fully in all local civic and social activities. When a group of men and women are good producers year in and year out there are reasons, and management maintains that their employees' bulletin is one of these reasons.

(Condensed from *Printers' Ink*, December 15, 1950.)

REPORTED IN HOUSE ORGANS

C.A.V. Quarterly (Clayton Aniline Co. Ltd., Manchester) runs a photographic safety competition. Two photographs, posed for in the works, draw attention to unsafe practices, and competitors are invited to spot the deliberate errors shown. Six prizes of half-a-guinea are awarded for all correct, or the nearest all correct solutions first opened by the Editor. The Safety Officer's decision is final.

Intercom (Igranic Electric Co. Ltd., Bedford) reports that with a view to relieving anxiety of employees called up for National Service or emergency training with regard to their contributions to the Provident Fund or Pension scheme, the management will be responsible for contributions for any

period during which the employee is not receiving wages or salary from the company.

North British News (North British Locomotive Co., Glasgow) announces the formation of a tutorial class at the Works' School on Saturday mornings, 10 a.m. to 12.30 p.m., to help boys attending evening classes with their homework and problems.

Phoenix Gazette (Steel, Peach and Tozer, Sheffield) reports the Annual Meeting of their Accident Club at which it was stated that the number of lost-time accidents had dropped from 491 in 1949, to 415 in 1950, and the frequency rate from 2.85 to 2.44. The average number of people drawing benefit had been twenty-eight, compared with thirty-four in 1949. Some 113 members or their wives had had convalescent treatment and fifty children had each received two weeks' treatment at Filey Home. Other benefits granted were nursing home allowances, specialist and X-ray charges, assistance grants, and gifts of fruit. It was decided to raise benefit to 21s. per week, and increase the period of benefit from 16 to 20 weeks' full benefit and 20 weeks' half benefit.

Spurmonews (Spurling Motor Bodies Ltd., London) records that their Service Director celebrated completion of 20 years' service with the company by inviting to dinner all members of the staff who had served the same number of years or more. The longest record of service was that of the Managing Director, who had contributed 38 years. The occasion gave birth to the "20 Club" which will hold a similar dinner each year.

Thorncliffe News (Newton Chambers, Thorncliffe, Sheffield) reports that the most notable prize-giving since their Business Training Centre opened 8 years ago was held in February this year when ten national awards were given—four by the Royal Society of Arts, four by the City and Guilds of London Institute, and two by the National Painters and Decorators' Institute—in addition to many National Certificates and Certificates of the Royal Society of Arts. A report on the Thorncliffe Sick Children's Fund states that since its inception in 1944, £743 has been distributed in gifts, equipment, and convalescent expenses. Funds are provided by donations from events organised by management and workpeople.

Vauxhall Mirror (Vauxhall Motors Ltd., Luton) offers prizes in a competition open to all employees and their wives for the best letters on the theme "When I retire . . ."

West Midlands Gas Board Magazine announces the introduction of a scheme for the recognition of 25 years and over continuous service by its employees. A qualifying period of 25 years' service will earn an award of £10, 40 years' service £25, and 50 years' service £50.

Intelligent Self-Interest

Chief Inspector's Annual Report

IN 1949 the Chief Inspector of Factories was notified of 192,982 industrial accidents, of which 772 were fatal. This shows "a most welcome improvement" on the 1948 figures (201,086 and 861 respectively), says the Chief Inspector, Mr. G. P. Barnett, in his report, publication of which was delayed by printing difficulties.

Yet Mr. Barnett believes that industry could do even better. "If a worker is determined not to be hurt, or a manager safeguards his position by having no trouble over accidents in his department, then, although each may be considering the effects on himself personally, the final result will be fewer accidents."

A further substantial reduction in the number of accidents, says Mr. Barnett, might well be effected if everyone thought a little more of himself first in this way.

The report mentions a number of accidents of special interest, all with their particular lessons.

One of the most spectacular was the collapse of a stack of thousands of wooden barrels. Six workers were buried, but only two suffered serious injury. Shrinkage of barrels in the heart of the pile probably caused the collapse, but obviously better stacking was called for.

Long hair has often involved workers in accidents. Now it seems that long finger nails have their dangers, too. A young woman caught her long nail between the collet chuck and the wooden blank on a wood-turning lathe. She lost the nail and cut her fingers.

New Machines—and New Workers

New machines and inventions bring their risks. A jet-propelled aircraft was being tested when a mechanic was seen to walk towards it. He crossed in front of the orifice of one engine and, when about 3 ft. from it, was lifted bodily by the suction and drawn in head first, his head being severely injured by a strut inside the casing.

The number of accidents to young persons continues to fall. For boys, they dropped from 24,087 in 1944, to 10,253 in 1948, and 9,122 in 1949; for girls, from 8,436 in 1944, to 4,190 in 1948 and 3,546 in 1949. But the report emphasises that there must be no slackening of effort to remove the causes.

Better Supervision

Lack of supervision and instruction, inexperience and curiosity are given as the root causes of most of these mishaps. Waywardness, skylarking and lack of self-discipline are also quoted, but (asks the report) are not these tendencies capable of control by adequate supervision?

Mention is also made of the lack of responsibility of older men who allow and encourage youths working with them to do jobs which are not properly theirs, and which are often difficult and dangerous.

Attention is also called to the importance of providing opportunities for youngsters to work off their high spirits outside working hours and in a safe place.

Small fingers mean added risks. Guards suitable for adults do not always exclude the slender fingers of boys and girls.

Reports of Inspectors indicated that industrialists in this country are paying increasing attention to the safety, health and welfare of their workers. On the other hand, treatment of minor accidents, accident prevention and the provision of better accommodation are said to be three welfare services with plenty of scope for improvement, particularly in smaller factories.

Dermatitis Probe

Dealing with industrial diseases, the report states that there were 53 cases of lead poisoning during 1949, two being fatal. This was four times more than in 1948, but compares well with the 1900 total—1,058 (88 fatal). More than half the cases were among ship-breakers.

Voluntary notification of dermatitis cases totalled 3,609 (4,718 in 1948). These notifications are to be analysed as to sex, age, time of year, occupation, and part of the body affected. It is hoped that the resulting information will help to reduce the incidence of this skin complaint.

Standards of factory cleanliness rose considerably during the year, says the report. Examples are given

of new "good housekeeping" ideas which were tried out. Improvements were directed mainly to:

Cutting down dirt or dust.

Maintaining sound, smooth floors and maximum of clear floor space.

Bettering factory cleaning methods (more mechanical cleaning apparatus, etc.).

Light and Colour

Industrialists are reminded that workpeople prefer a good natural light, and that windows should be kept clean. "Even very little dust or dirt will reduce the light by half." Continued improvement in artificial lighting is ascribed mainly to the use of fluorescent tubes.

Light and colour are complementary, and the report records approvingly that the idea of using colour for factory decoration seems to have become firmly established. Some firms carried the idea as far as providing gardens in their grounds—an amenity well liked by workers.

There was good progress in the provision of adequate washing accommodation, though Mr. Barnett is puzzled by "a curious form of sex discrimination" in some factories where the facilities provided for women were far better than those for men.

One firm went so far as to remove the hot water supply when it ceased to employ women. The Factory Inspector had some difficulty in persuading them to put it back again.

Steady progress was recorded in the provision of clothing accommodation, particularly in the once backward industries. In really dirty trades like gasworks and brickworks separate accommodation is now sometimes provided for clean and dirty clothes, so that a man may leave at the end of his day's work without carrying the marks of his trade with him.

Seating

Most districts reported an increased interest in seating, but there are still two main obstacles to be overcome—tradition and prejudice. Some workers are reluctant to try any change in their old methods of working, and some employers and workers think that sitting at work is a sign of slacking and that standing has some moral value.

Employees were more ready to work overtime than they had been for several years. The standard working week remained at 44 hours and 5 days over the greater part of industry.

Little illegal employment was revealed, the most disturbing cases being those in which laundries and small factories in farming areas employed schoolchildren.

More women went in for homework and part-time evening work. Shift work involving night employment of women continued under emergency powers in a few factories, chiefly in the iron and steel and glass trades.

In spite of many problems, canteen services for employees tended to grow. "The fact that plans for new factories almost invariably include a canteen, suggests that the provision of facilities for workers to get food at the factory is coming to be regarded as essential."

How To Plan Your Colour Schemes

PAINTING machines black is as wasteful as pouring beer into a porous tankard, for black absorbs most of the light which falls on it.

The human eye is drawn to the brightest area within view. Therefore, in a workshop with walls in lighter colours than the machines it houses, the operators' eyes are constantly being distracted from the job they should be doing.

When the worker attempts to concentrate on his machine again, there is a delay in the adjustment of his eyes to the darker colour, adaptation being quick from dark to light, and slow from light to dark. This repeated re-focusing is a serious source of eye strain and therefore a hindrance to efficiency.

These facts will be elementary to some—but by no means to all. In his report for 1949 (a condensation of which appears in this issue), the Chief Inspector of Factories says: "The use of colour on machinery tends to grow more popular, though progress is slow."

A convincing demonstration of the way in which the intelligent use of colour can transform factory working conditions was given by the Paint Division of Imperial Chemical Industries Ltd. last month.

"There can be no doubt that employees appreciate the improved atmosphere created with colour," said Mr. S. A. Wood, the Division's chief colour adviser, who conducted the demonstration. He quoted the case of a textile mill where the women employees wrote to thank the manager for their "transformed rest room," and of a core shop in which a girl said, "It's a pleasure to come to work—when the sun shines the shop looks beautiful."

Men, said Mr. Wood, were generally more conservative, and sometimes initially resented the use of "pretty" colours in their workplace; but they almost invariably revised their opinion within a few days. One man had volunteered the information that the factory where he was employed now looked so clean and attractive that it had made him ashamed of his home, and he was therefore re-decorating the whole of his house.

Daylight Aid

In one factory, before repainting, it had been necessary to work in artificial light throughout the day. Now, the increased light reflection produced by the substitution of pastel tints for dark colours made it

The drawing board plays an important part in the work of the I.C.I. colour advisory department. Here, draughtsmen put into visual form the ideas of the colour planners

unnecessary to supplement the daylight.

"The mere act of repainting a gloomy, depressing workshop does, of course, make a big change in its appearance; but it is only by thoughtful colour planning that really satisfactory results are achieved," Mr. Wood continued.

An opaque surface could only reflect those colours which formed the spectrum of the light in which it was viewed, e.g. the sickly appearance of even the best complexions in sodium vapour street lighting. Other types of artificial light did not affect colour quite so much, but they all produced changes in colour sensations.

Three Basics

All colour schemes, therefore, must be devised in relation to the light by which they would be seen.

Further, the three characteristics of colour—hue, value and chroma—should always be borne in mind.

HUE was the description used to differentiate between red, yellow, green, blue and so on.

VALUE described the difference between light and dark colours: a light colour was said to be of high value and a dark colour of low value.

CHROMA was the term used to indicate the strength or colourfulness of a colour. A pure vivid blue was of strong chroma; a neutral or greyed blue of the same hue and value as the vivid blue was said to be of weak chroma.

In colour designing, Mr. Wood declared, a really balanced combination of colours could be created only by consideration of all three of these colour dimensions in relation to the areas on which each of the colours used was applied. Consideration of the *values* in colour schemes for some buildings was of even greater importance than the selection of the *hues* to be employed.

"And it should not be overlooked that a pleasing relationship in values can be appreciated by those with defective colour vision and even by the comparatively few people who are totally colour blind."

One particularly valuable rule was that of the natural order of colours. Those on the colour circle (the colours of the spectrum arranged in order) were of various values. Yellow at the top had the highest value (i.e. was brightest), and purple-blue at the bottom the lowest. An arrangement of colours conforming with this order looked harmonious; depart from it and the result was a discord.

Thus, pale blue and deep yellow looked unhappy together, and so did pale violet and orange. If yellow-green and blue-green were to be used in the same scheme, yellow-green should be the lighter colour.

Although by the exercise of skill, discords could be introduced to accentuate important features or, as in a musical composition, to create a dramatic effect, the use of colours in their natural order would be found more satisfactory for most types of buildings.

"Simultaneous colour contrast" also affected designs. Immediately two colours were placed together they became subject to surprising changes in appearance. They seemed to alter in hue, value or chroma. The "after-image" was a phenomenon which also had to be considered by the designer.

"Warm" colours appeared to advance, and "cool" colours to recede. This attribute could be used to make excessively long or high rooms appear to be of more pleasing proportions.

Not only should machinery be painted lighter than its surroundings, but also the "business" centre of the machine—the area where the work was actually done—could well be picked out in an even lighter colour.

In devising colour schemes it could be assumed for all practical purposes that all people had normal colour vision. Only about 2 per cent of women were estimated to be colour blind, and 8 per cent of men.

The Law and "Separations"

Wages Council Orders, or similar statutory terms and conditions of employment do not normally apply to managerial grade employees or to specialists. Nor are such employees covered by customary "workers'" conditions. It is therefore essential that the terms and conditions of their employment should be agreed and placed on record.

by

JOHN LAWES

IN his own interests the employer, when taking such an employee on his staff, should have the terms and conditions which are to apply to the engagement set out in a confirming letter and copies of this letter signed by both employer and employee should be retained by both parties. In particular this letter, or the formal contract of service where there is one, must state in clear terms the period of notice necessary to terminate the employment; the common belief that an employee paid by the week can be dismissed with a week's notice is incorrect.

When the decision to dispense with a man's services has been made, it is obviously necessary to ascertain the notice to which he is entitled and this should be agreed at the time when he is engaged. The first step, therefore, will be to see if it was in fact so agreed. This is why it is convenient for the employer to have available a "confirming letter" signed by both himself and the employee.

If an employer and employee have not agreed on the notice to which the employee is to be entitled, it may be possible to show that there is a "custom" in the particular trade concerned. For example, in many trades hirings are customarily weekly but this custom generally applies to manual workers only and not to managers and senior grade employees. Where the period of notice has not been agreed between employer and employee, nor is there a custom of the trade regulating the matter, then the notice given to terminate a man's employment must be "reasonable." If the parties cannot decide what constitutes reasonable notice, the Court must decide, having regard to all the circumstances of the case.

Two Recent Cases

The Courts have been so called upon in two cases in recent weeks. In both it appeared that the employer had omitted to specify the period of notice which was to apply when the employee was engaged. As a direct result both employers found themselves liable to pay a considerable sum by way of damages for wrongful dismissal, since the Court held that they had not given "reasonable notice." In one of these cases a man was engaged on trial as manager of three small companies at £10 per week, no special provision being made as to notice. After a short period the employers decided to dispense with the man's services and gave him a week's salary in lieu of notice, acting on the assumption that he could be dismissed with one week's notice because he was paid weekly. The employee contended

that this was not reasonable and brought an action on the grounds of wrongful dismissal. His contention was upheld and the Court found that reasonable notice in his case would be three months. The man therefore obtained £120 as damages, representing three months' salary in lieu of notice.

In coming to this decision the Court examined all the circumstances surrounding the man's employment, stressing the fact that he had been appointed on trial. Had the appointment been a permanent one the damages awarded might well have been heavier, because there is a legal presumption that an engagement for an indefinite period constitutes a yearly hiring. This presumption can be rebutted by showing that the parties contracted by reference to some custom in their trade, or that the agreement contained terms inconsistent with a yearly hiring, but its existence must be noted, and constitutes an added reason why the period of notice should be specified when an employee is engaged.

Where the presumption of a yearly hiring cannot be rebutted the employer is not entitled to dismiss the employee by giving notice; the contract of service terminates by effluxion of time at the end of the year's hiring.

A Warning

Employers should also not overlook the effect of the *Statute of Frauds* on service agreements. This provides that an agreement which is not to be performed within the space of one year from the date when it was made, is not enforceable by action unless there is a memorandum of its terms, in writing, signed by the party against whom it is wished to enforce the agreement. Therefore, when an employee is engaged for a definite period of more than one year, signed memoranda setting out the terms of the agreement should be exchanged between employer and employee. An exchange of confirmation letters is a sufficient memorandum for this purpose.

No difficulties as to the length of notice which must be given to a particular employee are likely to arise where a trade custom applies. Where, however, an employee is engaged to fill a position of any responsibility, it is advisable to confirm his appointment by a letter in which is stated the period of notice which is to be necessary to terminate the contract. The employee should be sent two copies of this letter, one of which he should be requested to sign and return; the original which is to be signed by the employee and returned to the employer, should also be signed, over a 6d. stamp, by the employer. This precaution will mean a little extra time and trouble in each new engagement, but since the possibilities of dispute in the future will have been greatly minimised it should pay dividends.

"*The Welfare Officer*"

INSTITUTE CONFERENCE

PRELIMINARY details of the Institute of Welfare's one-day conference referred to in our January number have just been issued. Under the chairmanship of Mr. J. O. E. Steele, Chief Welfare Officer of the British Electric Authority, and Chairman of the I.o.W. executive, a series of group discussions will be held on Saturday, June 9, at the Regent Street Polytechnic, London, W.1, and already a good number of bookings have been received.

Among the chief speakers and group chairmen will be Lord Amulree, who will open the conference. He is particularly interested in the subject of hostels for old people.

The theme of the Conference is "The Welfare Officer," and it is proposed to survey four aspects of his functions and responsibilities which have been selected by a national postal questionnaire from an original list sent to Personnel and Welfare Officers. These four subjects will each be dealt with by two separate sessions—one in the morning and one in the afternoon—so that two (possibly contrasting) reports can be produced for the final plenary meeting of the Conference.

The subjects, as chosen from the questionnaire, are:

1. **The Basic Functions of a Welfare Officer.**
2. **The Education and Training of Welfare Officers.**
3. **The Status of the Welfare Officer.**
4. **The Necessity for Welfare Officers.**

Repeated in afternoon, so two sessions of each subject.

—all giving good opportunities for constructive criticism and suggestions.

The day's programme begins at 9.30 a.m. and is detailed below:

9.30 a.m. - 10.15 a.m.
Welcome.
Introduction of Principal Speaker.
Introduction of Group Chairmen.

10.15 a.m. - 10.45 a.m.
Morning coffee.

10.45 a.m. - 12.45 p.m.
Discussions (Group).

12.45 p.m. - 1.30 p.m.
Buffet lunch.

1.30 p.m. - 3.30 p.m.
Discussions (Group).

3.30 p.m. - 4.00 p.m.
Afternoon tea.

4.00 p.m. - 5.30 p.m.
Full meeting.
Group Chairmen report back.
Discussion of reports.
Summing up by Conference Chairman.

A conference fee of 37s. 6d. covers all charges for meals, copies of conference papers and the full report of proceedings and findings. A pre-conference dinner for members of the Institute, their guests and conference speakers has been arranged for Friday, June 8. Full details will be announced shortly.

Applications for conference tickets should be addressed to The Conference Secretary, Institute of Welfare, 374 City Road, London, E.C.1.

THE Trade Union Bill, due for a second reading on April 6, proposes to prohibit local and other public authorities from making membership, or non-membership, of a trade union a condition of employment. It prohibits imposition of conditions of non-union employees which would place them at a disadvantage compared with other employees.

Advisory Panels for Works Managers

ONE of the twelve branches of the Institution of Works Managers—the West Midland, centred on Birmingham—has recently taken a step which will assist its 250 members in securing information. Two panels, each consisting of five members who are willing to help other members, have been set up. One will deal with enquiries on "Incentives"; the other with questions on "Simplification and Time and Motion Study." Any problems of a confidential nature will be treated as such.

Many of the members of the branch are in charge of the whole or part of the foremost industries in the Midlands, and are experts in the manufacturing techniques used in their industries. These panels, therefore, will make a big contribution towards increasing the serviceability of the branch to its members.

It is hoped that other branches of the Institution will follow this lead.

If you believe—and there are many who do not—that a third World War may be upon us in this next year or so, you will wonder why no official statement has as yet been issued on Industrial Defence. If you think that this "cold war" will get no hotter, you may still be a trifle anxious as to your firm's position, more particularly if you have any share in rearmament.

Here is the C.D. record of the John Lewis Partnership, a firm with no direct connection with war-like apparatus, which has laid on an overall plan for the 11,000 members of its constituent organisations, with appropriate local and national contracts. The statement which follows has been adapted from the Partnership's *Gazette*.

One Firm's Plan for Civil Defence

Films for Apprentices

"Shooting" a demonstration for the *Light* film

THREE short films which should interest many manufacturers who run training or apprenticeship schemes made their bow last month. All have been produced by Gaumont-British Instructional.

"How Television Works" tells, by means of a combination of diagram and live action techniques, the fascinating story of what takes place in studio, transmitter and T.V. set.

The technical details have been simplified, but not over-simplified, and the film should prove an invaluable addition to the visual aids used by radio and T.V. manufacturers in training young technicians.

Similar in treatment the other two films are the latest in the G.B.I. series on "Light" and "Sound," respectively. Here, obviously, the field of usefulness is wider. All industrial education schemes which embrace physics could well include at least one showing of these shorts.

PARTNERS who have a keen interest in Civil Defence, and a considerable number of those whose reactions are not so acute, will like to know that a simple machinery has now been set up to deal, centrally, with all Civil Defence matters within the Partnership. On the direction of the Chairman a Civil Defence Committee is now working. Its Chairman is the Director of Personnel (*Miss M. E. Barling*) and it includes the General Inspector (*Mr. O. B. Miller*), the Director of Services (*Captain A. E. Burnett*), the Financial Adviser (*Mr. P. May*) and the General Secretary (*Mr. M. H. Lloyd-Davies*). Mrs. J. A. E. Woolcombe is Secretary of this Committee and is Liaison Officer for Civil Defence between the Partnership and the Home Office (which is responsible to the Cabinet for Civil Defence) and with all Local and other Authorities and other organisations outside the Partnership.

The Civil Defence Committee has asked the Director of Services if he will, once more, accept the post of Chief Civil Defence Officer for the whole Partnership and he has agreed; as and when necessary Mr. W. A. G. Lawrie, his Assistant, will deputise for him. The first Branch Civil Defence Officer to be appointed is Captain J. P. Howells (Special Assistant to the Chief Accountant), who is C.D. Officer for John Lewis, East and West.

Official Interest

John Lewis has acted as a "scale experiment" in training for the Partnership and the experiment will continue for about the next 8 or 9 weeks; certain developments are being closely watched by the Home Office, and not only the Partnership but commerce and industry as a whole may benefit from their results.

A great deal of credit goes to the excellence of the teamwork between the Borough Training Officer, Colonel H. A. Ross; the Home Office Lecturer seconded (local) to the Partnership, Miss R. T. Phelps; the stalwarts of the first John Lewis Civil Defence Class under their leader Captain Howells; the two General Managers of John Lewis, East and West, Mr. C. K. Simond and Mr. A. E. Dawson, and the Head of the Medical Service (Dr. H. M. Balfour).

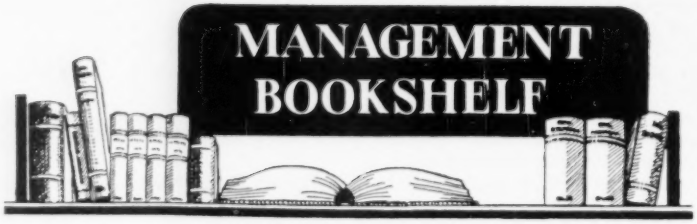
Managing Directors, General Managers and indeed any Partners in need of help or information, are invited to get in touch with Mrs. Woolcombe at the head office. Her Technical Officer has already visited some Branches, but it is quite possible that there may be a number of questions that could be answered at once on the telephone or by post.

Provincial Developments

The record of the Branches is already most encouraging. A. H. Bull, Cole Brothers, John Barnes, Caleys, Lance and Lance, Knight and Lee, Bon Marché and Robert Sayle are those which have reported progress. As an instance of real enthusiasm, Mrs. du Cann reports that on her recent visit to Cambridge, training arrangements were made with the Local Authority, and there have been thirty-one volunteers—rather more than 10 per cent of the membership of the Branch. Chadwickham and Audley House are coming along and it may well be that by the time this is printed there will be others who will have made arrangements for training.

Finally, the first class of Student-Instructors will shortly be started at John Lewis under Miss Phelps. This class will in due course become Temporary Instructors, holding a "Green Ticket" until it is possible for them to take a short residential course at one of the Home Office Schools.

"THE NATURE OF MANAGEMENT"



WHEN in 1947 the Urwick Committee made its report to the Government on "Training for Management" it indicated a syllabus which would, in the first place, give the student a thorough grounding in "The Evolution of Modern Industrial Organisation and Management." This basic training was itself to have a firm basis, and the Common Intermediate Examination of the proposed course (now adopted) was therefore designed to include a paper on *The Nature of Management*. It was considered desirable, for example, as Mr. Horace Keast emphasised in our March issue, that there should be an agreed nomenclature, and, further, an agreed job description and analysis of the major management functions. Students of management would need such a guide to the background and history of their subject. It was not intended, however, that such a course of instruction should be confined to mere indoctrination—the student was to be encouraged to ask questions and tempted to make further discoveries of his own. As Col. Urwick says himself, in an introduction to Mr. H. R. Light's book* on the subject, it is easy to paste a fancy label on an empty box, and any management training that does not make its pupils think for themselves should be written off as speedily as possible.

No Crutches

Mr. Light has not fallen into this trap. He has, it is true, provided a useful textbook, but he has not given a crutch to the incompetent. He has framed his talks within the demands of the professional examination both of the Institution of Mechanical Engineers and of the Institute of Production Engineers (as well as of the "national" syllabus), but he has planned them as steps towards something more than the passing of one hurdle in a career—towards a fuller realisation of the *value* of the subject as a whole.

What then is this nature of *management?* What is it for, and how does it work? Historically, and today, it is leadership for production —of goods or of services. From the earliest days man has realised that in combination with his fellows he can do more, he can make more than on his own, but he did not come by this knowledge easily. It was the "long-headed one," the leader, the gang-boss in one shape or another who by brutality, by precept, by patience or by example convinced him of this fundamental truth.

Here is The Crux

But these early leaders had a very short run unless they could *maintain* the allegiance of their group. This was an asset more valuable than a quick hand with a club, and it is this aspect of leadership which has evolved and become modern management. Today as then, the leader (manager) is expected to provide a safe efficient *milieu* for team-work production without undue interference with the separate social patterns of his followers' private lives.

As modern production has become more and more complicated, and the personal ascendency of the leader over his comparatively few adherents has grown into the impersonal "rule" of the factory boss, it has become necessary to think back to first principles and to formulate a code in which the eternal essentials of peaceful leadership can be enshrined. Instead of one group there are scores of groups; instead of one leader there may be twenty, each answering to a higher authority—yet all the time the problem remains the same.

It is a problem of organisation; of purchasings; of production and distribution; of development; of costs and accounting and control; and all of these are dealt with at length by the author. But it is above all, as it has been from the days of the earliest cave-foundry, one of personnel, of man-handling, of human engineering.

Mr. Light devotes some score of pages to this subject and this is perhaps the fairest apportionment that could be made in an "overall background" book. He deals, briefly, with *Personnel Policy; Functions* (including employment [engagement and induction], payments and conditions and "terminations"); *Education; Health Services; Employee Services* (Welfare); and *Research*. It may be said that all this will load the personnel manager's plate too high, that there are very few organisations where so many management functions are controlled by one man. In practice, much of this work will be found to be handled by others in the organisation—by the company secretary, the works manager and so on.

But this book is a primer of management and no matter who performs these personnel duties they still are rightly classified among the "personnel group" of functions. It is for the keen and earnest student to trace the threads of control to their ultimate limits.

Mr. Light is particulary sound on "separations" and on labour turnover, and in comparatively few words puts the case for all such matters being handled by one central authority in the firm. He has tabulated a list of "internal and external causes" that is well worth recording here.

INTERNAL CAUSES	EXTERNAL CAUSES
Wages.	Transport.
Working relationships.	Lack of accommodation.
Absence of incentive.	Health.
Unhealthy working conditions.	Domestic difficulties
Unsuitable work.	Marriage.
Dislike of job.	Leaving district.
Inability to perform job.	Military call-up.
Breach of discipline.	
Desire to improve position.	
Desire to gain wider experience.	
Retirement.	

"Welfare" is dealt with in the minimum of words and we feel that

(*Concluded on page* 476.)

* *"The Nature of Management"*—H. R. Light, B.Sc., F.C.I.S., Pitman, 12s. 6d. net.

Wage Incentive Schemes

MINISTRY REPORT

A FAIR day's work for a fair day's pay remains the soundest basis for a healthy and productive relationship between employers and workers; but, so long as this is understood, wage incentives can be of great benefit in increasing output, adding to the pay packet and thus aiding the nation's essential production drive.

That is the theme of the new booklet* published by the Ministry of Labour after discussions with the two sides of industry on the National Joint Advisory Council.

The booklet is a supplement to the Ministry's industrial relations handbook on wage incentive schemes.

The foreword, prepared in conjunction with the British Employers' Confederation and the T.U.C., points out that the need for reduced production costs and increased output has become even more urgent in face of the defence programme, but that reduced production costs need not mean a smaller wage packet. The principal systems of payment by results are described, and some schemes now being operated in different industries are summarised.

An Interesting Plan

One of the most interesting of these is the time allowance system applied to pattern makers in the light castings industry, for whom straight piecework rates cannot be fixed because of the type of work involved. Times are fixed between the management and the craftsmen for each job.

These must be such as to enable a man of average skill and ability working at piecework speed to earn 33⅓ per cent over a new agreed "incentive rate," varying in amount for different classes of workers. In addition, a flat-rate bonus of 28s. 6d. for a week of 44 hours is paid. The incentive bonus actually payable is assessed on the principle that time saved is to be compensate in the ratio of:

$$\frac{\text{Time taken} \times \text{Time saved}}{\text{Time allowed}}$$

or by any other mutually agreed method. This formula is the same as that contained in the Rowan system. If the time allowed for a particular job is 66 hours, and the time actually taken 44 hours, the time saved therefore being 22 hours, the additional number of hours to be paid for at the "incentive rate" over and above the 44 hours actually worked, is $\frac{44 \times 22}{66} = 14\frac{2}{3}$ hours.

If in this case the worker concerned is a daywork moulder, for whom the agreed "incentive rate" is 83s. 1½d. for 44 hours, or 1s. 10¾d. per hour, then the make-up of his earnings for the 44 hour period is:

	s.	d.
Incentive basis rate... ...	83	1½
Bonus earned (14⅔ hours at 1s. 10¾d.)	27	8½
Flat-rate bonus payable in addition	28	6
Total earnings for 44 hours	139	4

The total earnings of 139s. 4d. in this example compare with an agreed rate of 114s. 1½d. (inclusive of flat-rate bonus) for a week of 44 hours on plain time work.

The agreements also provide that the management shall have the right to adjust the time allowed in the event of the conditions, methods, tackle or machine associated with any job being improved in such a way as to enable the time taken to be reduced, and also the right to reject work on account of quality or inferior workmanship.

Among the other examples given in the booklet are those of incentive schemes in the iron and steel, wagon repairing, building, rubber, furniture, rayon, laundry and horticultural nursery trades.

* *Industrial Relations Handbook, Supplement No. 4—H.M.S.O. 1s. 6d.*

Industrial Essay Competition

AN essay competition, open to anyone employed in industry in the United Kingdom, within the age limits specified, is being organised by the Institution of Works Managers. The subject to be dealt with is:

Assuming you have been appointed managing director of a new pre-packed food company, what general scheme of organisation would you set up, dealing in particular with the duties and responsibilities of the works manager and his position *vis-à-vis* other senior members of the staff.

Essays must be about 2,000 words in length and will be judged for their content rather than by their literary style. Essays will be marked in two grades: Senior—applicants not more than 35 and not less than 31 on January 1, 1951; Juniors: applicants not more than 30 on January 1, 1951.

Awards will be made as follows: Seniors: winner £75; runner-up £50. Juniors: winner £65; runner-up £40. The winner in the senior grade will be awarded the Sir Henry Fildes Medal. The object of these awards is to help the winner in his career, possible awards being scholarships to management courses at various colleges, books, etc.

Applications must be in before April 30, 1951. Full details can be obtained from: The General Secretary, Institution of Works Managers, 67-68 Chandos Place, London, W.C.2.

Rotary's Plan

IMPROVEMENT of the relations between employers and employees is the aim which the Vocational Service Committee of the Halesowen Rotary Club hope to achieve in arranging joint "Industrial Meetings." Presiding at the dinner-meeting held at the King's

Princess Elizabeth (with Major Monte Gluckstein, chairman of J. Lyons) receives gifts for her children from two very juvenile "Nippies" during her visit to Cadby Hall, when Long Service Employees were presented to H.R.H.

Highway Hotel, Quinton, Birmingham, in February, Mr. R. P. Jones, Chairman of the Midland District Vocational Service Committee, told the company of sixty, representing fifteen firms in the Halesowen area, that if only each side could see more of the other's point of view there would be far less trouble in the world.

Order 1305—Amendment Urged

THE T.U.C. are proposing to amend the Conditions of Employment and National Arbitration Order 1305, by a clause designed to encourage resort to arbitration to avoid strikes, but containing no prohibition of strikes or lock-outs, as a substitute for existing compulsory arbitration.

The matter was discussed at a meeting of the Ministry of Labour Joint Consultative Committee last month, but no agreement was reached and it is to be considered again on April 4.

Since the beginning of the last war, this Order has helped to maintain a high degree of discipline in industry, but the proposal for its amendment indicates that the T.U.C. is aware that a growing number of its members will not be deterred from unofficial and illegal strikes by legal sanctions, and points to the existence of a feeling of strain between the Government and the trade unions on the wages policy and the rising cost of living.

Writing in the March issue of the T.U.C.'s magazine *LABOUR*, the General Secretary states that there is no doubt that the trade union movement, and particularly the General Council, do not like the issue in industrial disputes becoming a question of proceedings under criminal law. Collective bargaining with the right to strike are basic trade union principles. He emphasised that the proposals of the General Council did not reject the principle of arbitration, but were intended as an incentive to the development of arbitration machinery such as existed in mining and other industries.

Safety Conference

THE Industrial Safety Conference and Trade Exhibition will be held at Scarborough, May 25-27, 1951. The programme is as follows: "Safety from a Production Manager's Point of View," by T. A. Mason, B.A. (Oxon.), *Technical Director, The Clayton Aniline Co. Ltd., Manchester;* "The Rope to Use," by A. B. Watts, *Director, British Ropes Southern Sales Ltd.;* "The Chain to Use," by W. Gibson Biggart, B.Sc., *Managing Director, Watson and McLean Ltd., Govan, Glasgow;* "Planned Maintenance as a Safety Measure," by T. Harrington, Ph.D., B.Sc., F.R.I.C., M.I.Plant.E., *Works Manager and Engineer, Hickson and Welch Ltd., Castleford;* "Lighting for Industrial Efficiency and Safety," by H. C. Weston, F.I.E.S., *Fellow and Past President, Illuminating Engineering Society;* "The Use and Limitations of Visual Propaganda," by Joseph H. Richardson, O.B.E., *late Controller of Publicity, G.P.O.;* "Safety Organisation in a Mine," by J. T. Owen, *Underground Manager, Anhydrite Mine, Billingham Division, I.C.I. Ltd.*

The Grand and Royal Hotels have been engaged to accommodate delegates. The fee of £6 includes accommodation, meals from Friday tea to Sunday lunch inclusive, hotel gratuities and a printed copy of the proceedings. Further enquiries to the Organising Secretary, Industrial Safety Division, Ro.S.P.A., Terminal House, 52 Grosvenor Gardens, London, S.W.1.

CORRECTION

WE very much regret that by an oversight the name of the author of the important article on pp. 416-7 of our March issue was misspelt. Mr. H. Hull, A.M.I.Prod.E., A.R.Ae.S., is, of course, well known in his industry and we can only express our apologies to him for a stupid mistake.

Another flaw in his article was our failure, under "Laboratory Tests" to distinguish between "psychological" and "physiological."

WAGES NEWS

CIVIL SERVANTS—The Civil Service Arbitration Tribunal has granted increases in salary scales of the assistant and senior assistant (scientific) classes as follows: Assistant, £215 at 18, rising by annual increments to £330 at 25, and subsequently to £455; Senior Assistants, £457 rising by annual increments of £20 to £625. These are London scales and are subject to normal Provincial differentation.

Revised salary scales for certain professional, technical and scientific grades in the Civil Service have been agreed as follows: Actuaries £1,100 to £1,375; Experimental officers £575 to £725; Draughtsmen £150 to £500; Photographers £260 to £380.

CLERKS—Negotiations are proceeding between the Coal Board and the unions for increases of £1 a week for clerks and junior administrative workers aged 21 and over, 15s. for those aged between 18 and 21, and 10s. for those under 18.

GAS WORKERS — The National Joint Industrial Council for the Gas Industry have agreed to an increase of 1½d. per hour for gas workers throughout the country, as from April 1. About 115,000 manual workers are affected and this will mean an addition to the annual wages bill of about £2 million.

PIT WORKERS—Pay increases for 5,000 overmen, 23,000 deputies, and 5,800 shotfirers have been granted by the National Coal Board. Deputies receive an increase of 3s. a shift, overmen an extra 22s. 6d. per week, and shotfirers an extra 2s. 10d. a shift; revised rate for shotfirers is not to exceed 32s. 6d. per shift, including the "skilled shilling" or any other flat rate, and the minimum shift rate is raised from 24s. to 26s. 4d.

RAILWAYMEN—Final settlement of the railway unions' claim for wage increases for their members resulted in an increase of 6s. 6d. in the minimum rate, and a rise of about 7½ per cent for all grades. The minimum rate is increased from 96s. to 102s. 6d. a week (3s. more in London). About 465,000 are affected by the agreement.

RAILWAY SHOPMEN—Engineering workers in railway shops receive pay increases ranging from 8s. 6d. to 10s. per week under an agreement concluded by the Railway Shopmen's National Council. The minimum rate for an adult male is £5 2s. 6d., the same as the minimum established for other railway workers. Increases apply to both time- and piece-workers, and it is estimated that they will cost the Railway Executive about £3 million a year.

RAILWAY WORKERS—London Transport have agreed to an increase of roughly 7½ per cent for about 20,000 of their railway workers, following the same lines as that of the Railway Executive.

SHOP WORKERS — A renewed demand for a minimum of £6 a week was made by members of the Union of Shop, Distributive and Allied Workers at their Annual Conference at Blackpool at Easter.

TECHNICAL TEACHERS — New salary scales for technical teachers are recommended by the Burnham Technical Committee as follows: Assistants Grade A, men £378 to £630, women £338 to £504; Assistants Grade B, men £450 to £725, women £405 to £580; Lecturers, men £900 to £1,000, women £720 to £800; Senior Lecturers, men £1,000 to £1,150, women £800 to £920. There are additions for graduates. Heads of Departments will have five grades ranging from £900 to £1,000 in Grade I, to £1,450 to £1,600 in Grade V, and for women £720 to £800, to £1,160 to £1,280.

THEATRE WORKERS — A new agreement negotiated by the National Association of Theatrical and Kiné Employees and the Theatrical Managers' Association and the Entertainments Protection Association, reduces the working week from 52 to 48 hours and improved annual holidays. Wage increases for heads of departments vary from 10s. to 8s. 6d. a week; for full-time male employees 7s. 6d. and 6s 6d.; for females 5s. and 4s.; for cleaners 3s. and 2s. 6d.; for part-time performance staffs 4s. and 3s.

Personnel Wedding

Two personnel officers who first met when they were both drum-majors were married at Easter. They are Miss Constance Parsons, of Seal Laundry, Palmers Green, London, and Mr. Brian Donnelly, Ferguson Radio Corporation.

Miss Parsons was drum-major of Southgate company G.T.C., and her fiancé of the Winchmore Hill Sea Cadet Force.

Safer Manpower

AN Exhibition on the above theme will be opened at the Safety, Health and Welfare Museum at Horseferry Road, Westminster, London, S.W.1, on May 18, 1951. It will point to the more important factors in the efficient use of manpower today, and will illustrate the achievements of this country in the field of human relations in industry. The main sections of the Exhibition will deal with: vocational guidance for young people; employment and advisory services; training and apprenticeship schemes; training and resettlement of the disabled; industrial health; industrial relations, joint consultation, and personnel management; welfare; safety in the factory.

Many interested organisations are co-operating with the Ministry of Labour in staging the exhibitions. Admission will be free, and the Exhibition will be open from 10 a.m. to 6 p.m. daily, Monday to Saturday, for a period of 6 months.

IN BRIEF

United Wireworks Ltd., of Edinburgh, plan to take 600 workers to the Festival of Britain in May by special train. Employees, who receive this bonus holiday as a mark of the firm's appreciation, will travel south on May 19, and spend a week-end at the Festival at the firm's expense.

Chartered Institute of Secretaries celebrate their diamond jubilee this year. Founded by eighteen company secretaries in the City of London 60 years ago, it now has a home and Empire membership of 21,000.

Festival workers have received bonuses of £2 and £3 under an incentive scheme to speed up work on the gardens site in Battersea Park which was four weeks behind schedule. The men will receive a further bonus upon completion of the job.

Shortage of apprentices was one of the most pressing needs of the building industry according to the Minister of Works in a statement read to the meeting of the London Master Builders' Association last month, when prizes were presented to apprentices who had won Building Apprenticeship and Training Council Awards.

FAILURE to provide work for former coal miners stricken with pneumoconiosis must have hindered recruitment to the mines, according to the report of the Medical Research Council. In South Wales there are some 5,000 unemployed in the mining valleys, three-quarters of whom are capable of work under normal conditions. But employment is difficult to find, and the brunt of the burden has fallen on private employers. Whether or not the community should become responsible for the employment of these men is being considered by a number of Government Departments.

The present report suggests that the men need a scheme of periodic medical examination to give advice and to grade them according to the type of employment for which they are capable.

Building Regulations Amended

REGULATION 87 of the Building (Safety, Health and Welfare) Regulations, 1948, requires that mechanically propelled vehicles and mechanically drawn trailers shall not, when being moved on a building site, be used to carry a load greater than the safe load specified by a certificate obtained from the maker or other competent person, and clearly marked on the vehicle. It has been found that this requirement cannot be satisfactorily carried out in practice and might lead to danger rather than safety because, in some circumstances, it would be dangerous to load a vehicle up to what would normally be a safe load.

The Minister is therefore amending the wording of the present Regulations to make it clear that this relates to the extent as well as to the manner of loading. He is also amending the phrase "owned, hired and operated under the control of or used by" which has been criticised as obscure. Subject to these amendments the Regulations remain unaltered.

MR. BLAYNEY THOMAS has resigned the Editorship of this journal, which he has held since November, 1945. He is succeeded by Mr. Denys Hamilton.

Training of Supervisors

EXPERTS from twelve European countries are meeting under the auspices of the International Labour Organisation to exchange practical experience and consider the methods of training supervisors. The agenda includes discussion on the development of integrated programmes for the training of supervisors and the introduction of new systems in particular countries; the use of systems of supervisory training both in industry and other fields of activity; execution of training programmes, including use of manuals, etc.; the development of "on-the-job" training programmes, and the use of audio-visual aids; special problems of T.W.I. systems, both alone and in combination with other methods; and the development of further international co-operation in the training of supervisors.

Workers Up!

THE number of men employed in the metals, engineering and vehicles group of industries increased by 23,000 during January, according to statistics issued by the Ministry of Labour. This brings the increase in this group over the past six months up to 173,000, making the total employed 4,109,000. This no doubt reflects the beginning of the rearmament programme.

The total working population increased by 22,000, nearly all men. H.M. Forces increased by 21,000 to 773,000, nevertheless Civil employment was up by 19,000 due to a decrease in unemployment.

The Ideal Manager

"I THINK there is a tendency in industry to build up this specialised class which deals with the men—welfare officers and public relations officers. But deal with the men yourself," said Field-Marshal Sir William Slim, Chief of the Imperial General Staff, when he spoke at the 31st annual dinner of the Institute of Industrial Administration last month.

"Britain was a business country," said Field-Marshal slim, "and unless it was a successful business country, not only should we cease to be great, but we should be 'pretty hard put to it' to avoid starvation."

The first essential of leadership was to have a good leader. Leadership was a projection of personality, "and if you are going to project a personality, you had better start off by choosing someone who has a personality to project."

PARLIAMENTARY PARAGRAPHS

Restrictive Practices

THE Minister of Labour was asked whether he had received the report of the sub-committee of the National Joint Advisory Council, set up in April, 1949, to examine the question of restrictive practices.

Mr. Lee, Parliamentary Secretary to the Minister of Labour, stated that this question had been discussed at a meeting of the Advisory Council on January 31, 1951, when it had been agreed that in the present critical conditions it would be better for each industry to examine what could be done to increase production and remove any obstacle to full productivity. This new positive approach had the full support of both sides of industry, and he was confident this would prove the most effective approach. (*February* 13, 1951.)

Pottery Industry (Council)

THE President of the Board of Trade stated that after discussions with both sides of the industry, his Department was now working out details for a Development Council for the pottery industry. (*February* 22, 1951.)

Reservists (Medical Examination)

THE Minister of Labour stated that Class G and Z Reservists would receive compensation for loss of wages and reasonable travelling expenses incurred for attending for medical examination. (*February* 22, 1951.)

Health Service (Committee Report)

IN reply to a question, the Prime Minister stated that the Government accepted the Report generally, subject to detailed consideration of the co-ordination machinery proposed. Accordingly, although need for economy in medical manpower still persisted, his suggestion made in June, 1949, that further development of industrial health services should be postponed for a time, was no longer operative.

He also drew the attention of employers to paragraphs 72 and 73 of the Report, which referred to the need for close collaboration with other organisations providing health services and for consultation with appropriate Government Departments.

(*February* 26, 1951.)

Employment—Bakery Trade (Boys)

THE Minister of Labour was asked his policy in regard to the deferment of boys apprenticed to the bakery trade.

Replying for the Minister, Mr. Lee stated that deferment had hitherto been limited to apprentices in areas where there was a recognised scheme of training. A national scheme for the industry had been agreed in principle on February 21, and a young man apprenticed under this scheme in any part of the country would now be granted deferment. Applications from men, not yet called up, which had been refused would be reconsidered.

(*March* 6, 1951.)

C.D. (Consultations)

THE Secretary of State for the Home Department was asked how often industrial and commercial organisations had met the Civil Defence Joint Planning Staff since July 1950 to consult on matters relating to Civil Defence in industry, and who the representatives were.

Replying for the Minister, Mr. de Freitas stated that they had met on two occasions. Representatives were: the T.U.C., the Scottish T.U.C., the Federation of British Industries, the Association of British Chambers of Commerce, and the National Union of Manufacturers.

The Minister was also asked whether he was aware that there was considerable uncertainty as to whether firms should organise Civil Defence units in their own factories and among their own staff and that this uncertainty delayed recruiting. Further, Class Z and G Reservists felt that they were being called upon to bear more than a fair share of the burden, and it would help if it were known that those in industry were being called upon to create an effective Civil Defence force. The Minister replied that he would make a statement on this aspect of the matter soon.

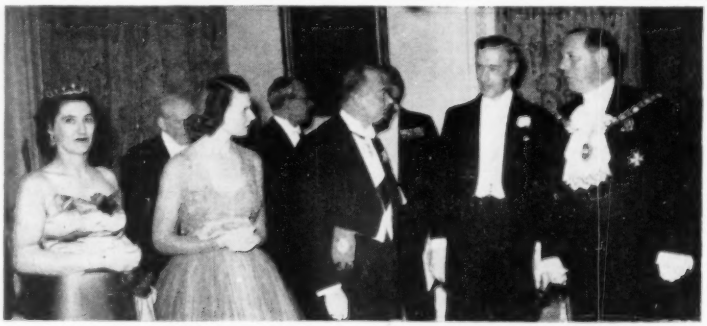
(*March* 8, 1951.)

Volunteers (Employment and Holidays)

THE Secretary of State for Air was asked whether men who volunteered for three month's training this summer would be protected from loss of employment and holidays; whether they would also be called this summer for 15 days' training, and whether they would be called for three months' training in future years.

Mr. Henderson replied that members of the R.A.F.V.R. who volunteered would be protected against loss of employment, but not loss of holidays; the three months' training period would be deemed to cover the usual 15 days' training; such members would not be called up for three months' training in future years.

(*March* 7, 1951.)



From left to right: **Mrs. Spencer Summers; The Lady Mayoress; Lord Moran** (*back*); **H.R.H. The Duke of Gloucester; Mr. Spencer Summers, M.P.** (*Chairman of the Trust*); **and The Lord Mayor (Ald. Denys Lowson) at the Festival Dinner of the Outward Bound Trust**

SPEAKING at the annual Festival Dinner of the Outward Bound Trust at the Mansion House on March 8, Lord Moran said that behind all bravery, all endurance, all courage, was *character*. This was what the Trust set out to build among youths from industry and from the public schools. To give the adolescent a chance to show what he was made of—and how he would react to discipline, both from "above" and imposed by his fellows, was a worthy cause, and industry had well supported it. By the sternest of training—by sea and by land—youngsters were helped to find themselves and to become better citizens.

The Duke of Gloucester stressed the continuing interest of the Royal House in this most worthy "experiment" and trusted that those who now had achieved some position of authority would not grudge their juniors the chance of developing to the full their innate possibilities. Captain Alan Villiers, D.S.C., who at one time commanded the School's training ship, also emphasised the need to give youth a chance to show its mettle—the Nation would not be disappointed.

A National Industrial Health Scheme?

SAFETY & HEALTH

The Report to the Prime Minister of the "Dale" Committee *(Cmd. 8170)* marks the increasing awareness of politicians and the general public to the latest developments of a non-nationalised service to industry. For the past year or so industry has been asked to go slow on this welfare feature, presumably in order to give the Committee a chance to clear its mind. That chance has been taken and we publish two non-unfriendly comments on it. Next month we propose to follow these with the views of a Personnel Manager *(Mr. A. L. Toye, of B.S.A. Ltd.)*, and of other Industrial Medical Officers.

by **R. A. TREVETHICK**
Works Medical Officer
Steel, Peech & Tozer Ltd.

IT is perhaps a little unfortunate that of the five industrial establishments visited only one was concerned with heavy industry. It is well known that in, for example, the coal, steel, docks and heavy engineering industries, at least half the work performed by the Industrial Medical Service is in connection with injury, including such functions as primary treatment of wounds and burns—operation, suture and X-ray. Re-attendance for redressing, follow-up clinics and rehabilitation and resettlement are often undertaken in these industries with the co-operation of the general practitioner. Whilst it may be argued that these services are provided in the National Health Service, and therefore there is overlapping, there is no doubt in the minds of the persons connected with these clinics of their usefulness. As the committee points out (in paragraphs 35 and 46) these functions are vital in the interests of productivity, and also lighten the load on the National Health Service.

In a recent paper, Bull* quoted evidence which shows that 1 per cent of workers in heavy industry are injured daily, and 3 per cent have an injury which causes lost time of more than three days every year. If this vast number of injuries had to be treated in the casualty rooms of hospitals, the service would break under the strain, and this without taking into account the vast number of cases who would develop complications from delays in treatment.

From the point of view of heavy industry, treatment of injuries deserves more mention than is given by the committee.

In paragraphs 61-63 the work and responsibility of first-aid workers is reviewed, and it is apparent that not all first-aid services are satisfactory, particularly in small factories where their work is not supervised. Whilst the committee recommends proper selection and training it does not make any specific recommendations; this subject requires considerable thought, particularly by Industrial Medical Officers, Industrial Nurses and University departments of Industrial Health.

* Bull, J.P., M.A., M.B., *Brit. Med. Bulletin*, 1950, VII, 1-2, pp. 69-73.

Auxiliary Service

The committee considers that auxiliary services such as dental and ophthalmic services do not overlap the National Health Service, but in this matter the attitude of the British Medical Association is to be taken into account. It is felt in some quarters that the provision of these services in industry does not allow the patient a free choice. It is undoubtedly true, however, that in industries with special hazards their provision is very necessary.

The comparatively few medical auxiliaries such as physiotherapists and radiographers employed in industry constitute no problem. Undoubtedly in many of the larger Industrial Medical Services the physiotherapist has been found a most useful ally, and the numbers of physiotherapists so employed will undoubtedly continue to increase.

Section V contains the recommendations made to the various parties concerned in the establishment of Industrial Medical Services. They are—in wide terms—that expansion of Industrial Medical Services should be encouraged, they should be co-ordinated with the National Health Service and the Public Health Service and that they should be largely on a vountary basis.

These latter two recommendations do not appear to be consistent since the Service must either become a national one, fully co-ordinated with the other medical services, or be allowed to grow in a haphazard fashion, developed by both private and national employers of labour. Medical opinion on this matter is sharply divided and only serves to emphasise the problem—also expressed by the committee—of how the small factory can be included in the scheme.

Clearly the matter can only be decided after further experiments such as those at Slough, Bridgend and Hillington, where small factories are organising their Industrial Health Services on a group basis. Only with such experience and some survey of industry to assess the need can the problem be judged and a satisfactory scheme worked out. There must be no sudden surge of enthusiasm which will establish a National Industrial Health Service overnight—to be doomed to failure.

Here Lies A Risk

As an initial measure to co-ordinate development the committee recommends the establishment of a Joint Standing Advisory Council with strong medical representation, members from the Ministries of Health, Labour and National Service, Fuel and Power, with employers, workers, doctors and nurses. This could do much useful work, but the danger exists that it may become bogged down in administrative detail which would defeat its own purpose.

Because the committee sees no danger of medical manpower being misused it recommends the immediate lifting of the ban on further development of services. This will be well received in both national and private industrial circles, since many schemes have been held in abeyance pending the committee's findings. Finally, a warning is given that there is a shortage of doctors of the necessary experience and training in Industrial Medicine. Suitable courses of instruction should be made available but it is clearly pointed

out that the obtaining of special diplomas is no substitute for sound clinical experience.

Summary. The Report reviews the present position of Industrial Medical Services and sees no evidence of overlap; it appreciates the difficulties of expanding the Service especially to small factories (90 per cent of factories employ less than 26 persons) and is therefore vague in making recommendations for the future, except to emphasise the importance of experiments in group services and of surveys to assess the needs of industry. It recommends that the ban on extension of services should be lifted and that future developments should be co-ordinated by a Joint Advisory Council.

Conclusion. The Report is necessarily vague because of the perplexity of the problem, but it does state the problem and makes recommendations as to how it should be approached.

The Industrial Doctor's Functions

by G. F. KEATINGE

Medical Officer
The Butterley Co. Ltd.

ALTHOUGH most practising Industrial Medical Officers are pleased with the Dale Report, it has not been received with enthusiasm in either the daily press or the medical journals, whose main criticism seems to be that no definite lead has been given for the development of planned Industrial Health Services on a national basis under the control of one or other Government Department. The committee however did not ignore this possibility but came to the conclusion that no such wide extension in the field of occupational health was practicable at the present time. After all, the terms of reference included the consideration of "what measures should be taken . . . to ensure that such (industrial) medical manpower is used to the best advantage." The wording makes it clear enough that the Government did not seek advice on a long term policy, and most unprejudiced people would consider that the committee has made sound recommendations to meet the present situation.

Nevertheless, the Report says in plain terms that "there should eventually be some comprehensive provision for occupational health" but that more experience is needed from future surveys and experiment. Obviously, and by allowing our Industrial Health Services to develop in the light of experience, we shall avoid the mistakes which have been made elsewhere, for example in France where an admirable scheme exists on paper but has been found largely impossible of application in practice.

Other findings in the Dale Report will perhaps put an end to the ill-informed statement, so often repeated, that the entry of nurses into industry was on such a scale that many of the staffing problems of the hospitals would be solved if it were brought to an end. In fact the committee records that only about 2,600 State Registered Nurses are employed in factories and the Report adds "this is a very small number in relation to the number of State Registered Nurses and other nurses employed in the General Health Service."

Any "Overlapping" Can Be Justified

Overlapping between Industrial Health Services and the Preventative and Curative Health Services provided for the population at large is held to occur to a small extent only. Where it does take place it is justified, on the ground that the benefit to the patient may be considerable, apart from improved productivity and the lessening of the load on the National Health Service which is the result of it.

Every Industrial Medical Officer will be pleased at the emphasis which the Report places on his function as a general adviser to management on Industrial Hygiene and similar matters. This is his special field and outside the scope of the National Health Service, even on the widest interpretation.

The point is made that in order to perform his duties efficiently it is important for the doctor engaged in industry to have a sound knowledge of the jobs done by the workers and that "these considerations apply not only to the doctor who gives all his time to industrial work but also to the general practitioner who on account of special interest, experience or aptitude, is in a position to do valuable work in industry." Everyone will agree that the general practitioner has a part to play in industry, but it must be admitted that it is harder for one engaged for the greater part of his time in another sphere to acquire a knowledge of industry comparable with that of his whole time colleague.

Small-firm co-operation is exemplified by the "Cray Valley Scheme" where a group of (light engineering) firms has set up its own clinic, staffed by local G.P.'s

A Vindication

The Dale Report has certainly not pleased the planners and those with preconceived ideas but it is regarded by many as a complete vindication of Industrial Health Services and most doctors engaged in this work will agree with that opinion. They will also agree with *The Lancet* which in the course of a leading article says "it seems strange that at this point in the history of our highly industrialised Society it should be necessary to apologise for the existence of the Services which, however inadequate, look after the health of our large industrial population."

An Answer To The Dust Menace

"Tretol" floor in the printing works of the Ferndale Book Co. Ltd.

DUST from concrete floors is a serious menace in modern industry; not only does it interfere with efficient production, but the health of workers is often affected. The "dust" is actually part of the floor topping crumbling, and consequently frequent sweeping only aggravates the problem —the floor is literally swept away. The root of the trouble, of course, is the breaking up of the soft carbonate of lime particles in new concrete; under heavy wear and the strain of traffic they become pulverised.

Longer Life

If the life of concrete floors is to be prolonged, it is essential that these lime particles should be hardened and proofed against "dusting" and much research has been devoted to solving this problem. A recent floor hardening development now being produced will therefore be of considerable interest to industry. Tretol-Fluat Cement Surface Hardener is claimed to effect a permanent cure by a direct chemical action on the soft carbonate of lime particles in the surface concrete. These are transformed into extremely hard and chemically inert crystals, forming a floor surface permanently free from "dusting" and having increased resistance to oils and weak chemicals. The chemical action which takes place can be expressed as follows:

$$\text{Tretol} - \text{Fluat} + \text{Concrete} = 6\ CaFl_2 + 3\ MgFl_2 + 3\ SiO_2 + 6\ CO_2.$$

This treatment can be applied by unskilled labour and little interference is caused to production as the treatment only requires the floor to be closed for brief periods.

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'CANTEEN'

From A.R.P. Shelter to Canteen

by DOROTHY P. YOUNG
Asst. Personnel Manager
English Sewing Cotton Ltd.

This attractive staff restaurant bears little sign of its war-time origin

STAFF catering is one of those problems of city employers usually cast to one side in view of the many difficulties involved, a major headache being the lack of suitable space. City office blocks are usually valuable renting properties and often the owners of such buildings, or tenant/employers, are not disposed to allocate expensive space for staff catering purposes, particularly if there is a handy café "around the corner."

Our Directors, however, took a different view when they were faced with the problem of feeding the head office staff at Arkwright House, Manchester, which had been partly overcome during the war years by the provision of a small canteen on the top floor. This, however, eventually became quite inadequate since it accommodated only seventy of the 160 post-war staff.

One section of the basement had been converted to air-raid shelters of the strongest type and it was decided that, when opportune, and licensing permitted, this should be the site of the new staff restaurant. Eventually, in January, 1950, the shelter demolition work was commenced. Girders, pillars, dividing walls and reinforced outer walls all added to the complications of a conversion scheme, but the joint efforts of our architects, our caterers (*Agars Ltd., of Manchester*) and ourselves, finally produced plans which we felt would meet our requirements. Seating accommodation had to be for 160, so it was necessary to take the larger slice of space for the restaurant and allocate the smaller, roughly triangular-shaped space, for the kitchen, etc.

Our Own Design

The design, decoration, furnishing and equipping of the restaurant was entrusted to our own department. Much planning was necessary in order to disguise the uglier features and bring out the better points of the area. Although a basement, windows flanked one side, reaching from ceiling to a half or a third way, according to the level of the sloping roadway outside. Unsightly pipes traversed the top part of the window and carried on down one side of each window. Wooden pelmets were designed to cover the upper pipes and overlapped the side walls to such an extent that fully draped curtains would disguise the vertical pipes.

The sloping lower edges of the windows, while not ugly, gave scope for further improvement. Horizontal backboards, with a shelf for pottery or flowers, were fitted to camouflage the slope of the windows, and have since proved a most decorative feature. Maximum brightness was essential, and therefore all walls and the ceiling were painted in light cream, with skirtings and doors only in a deeper biscuit shade.

To produce an attractive furnishing scheme at reasonable cost was our aim, and light oak tables and chairs by *Crypto Ltd.* were chosen. The tables were fitted with glass tops, although tablecloths would normally be used, and the chairs had upholstered seats and backs in cherry-red leathercloth. The same colour combination was carried out in the curtains of heavy "*Old Glamis*" damask of cherry/biscuit. Adequate overhead and wall fitments ensured that maximum lighting was available.

The Kitchen

The space for the kitchen was certainly not the ideal shape which would have been designed in a new building. However, careful planning has produced excellent cooking and service quarters. Many items of equipment were supplied by *James Stott and Co. (Engineers) Ltd., of Oldham.* These are gas-operated and finished in either stainless steel or grey vitreous enamel.

They include a Two-Pan "Autofry" with individual thermostatic control, large steamer, three large-capacity boilers, hot cupboard with bain-marie top, and two "Magna" water boilers, one of which is a mounted one with extended swivel spout for "Multipot" filling on the trolleys. Ovens, stock-pot burner and griller are also gas-operated. Other miscellaneous equipment, electrically-operated, includes dishwasher, potato peeler and pastry mixer.

The service counter is 11 ft. long, comprising a 6 ft. hot section and a 5 ft. cold section, all in stainless steel. The walls of the kitchen, etc., are three-quarter-tiled in cream and the floor is of quarry tiles, with inlet drainage gulleys round the boilers, the whole being adequately lit by fluorescent strip lighting.

A separate staff cloakroom and toilet is included, making the whole unit self-contained.

Our Servery

The outside façade to the servery is of black vitriolite, various hatchways providing for the return of dirty crockery. There is a cash desk for the sale of tickets, in addition to the tea bar and dinner servery. All can be closed by roller shutters of cream painted wood. A self-service system operates, except in the case of department heads, who may avail themselves of a waitress service at an additional charge of 2d. per meal.

The mid-morning and afternoon breaks are served in departments by two *Bartlett* trolleys carrying 5-gallon "Multipots" and adequate storage space for snacks.

The whole scheme, which was opened

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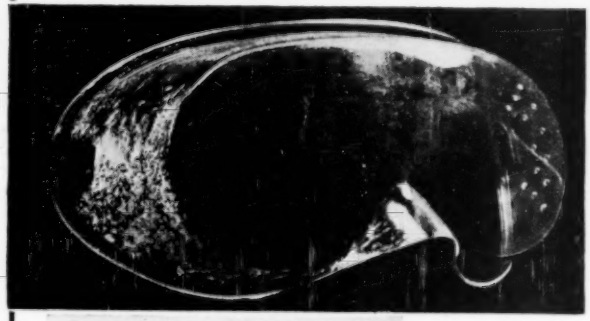

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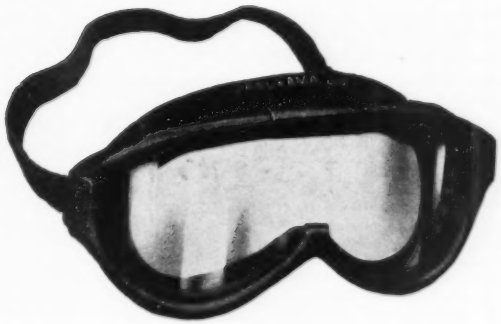

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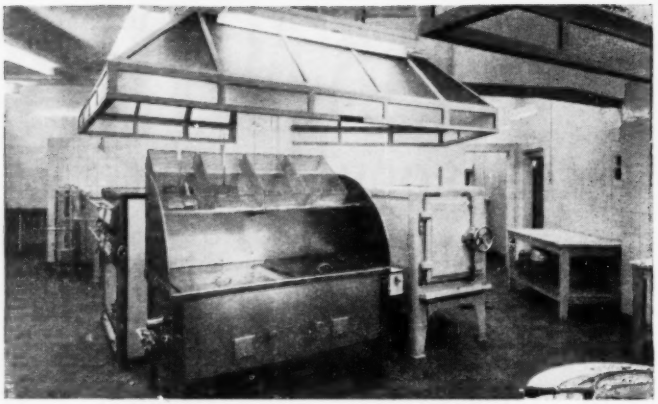
in February of this year, has fulfilled a much-felt want among all grades of staff. Those who wish to bring their own food are expected to use the restaurant where crockery and cutlery is available to them.

The average person spends 1s. 4d. per day at lunch-time, for which our Contractors supply a main course, sweet and coffee. The trolley service at breaks provides morning coffee at 2d. and tea at 1½d. per cup, with snacks ranging from 1½d. to 3d. This type of catering, in a city centre where restaurant meals range from 2s. 6d. to 4s. 6d. and above, is a greatly appreciated facility, and the premises themselves will contribute a vital factor in the maintenance of a good social atmosphere.



Stotts of Oldham's equipment in the well-planned kitchen at Arkwright House

Caterers' Difficulties Are Increasing

This is an adaptation of an article in the *Gazette* of the John Lewis Partnership, whose 11,000 members are employed in stores from Edinburgh to Southampton, in which Mr. W. J. Breen, director of catering, highlights a number of past-year problems, and, more valuable still, indicates where trouble in industrial catering may be expected in 1951-52.

1950 was not a good year for our catering. We had some share of luck but on the whole the problem of providing food—of attractive quality and quantity, at attractive prices—was rather more than difficult. Our biggest anxiety was in finding the foodstuffs and thereafter making an economic proposition of the solution.

By the end of the first half-year, the picture was, both in canteens and restaurants, a little depressing. Sales, profit and overspendings in the canteens were not as had been hoped, for all the reasons already stated and many others. But the second half-year has made amends slightly beyond expectations.

The first bitter blow of the year was the raising of the prices in canteens, to contribute towards the Partnership's general profitability, of tea, coffee, soup, ice-cream and fruit squashes. A slight reduction in the total number of Partners, married to even tighter purse strings, resulted in a six-week sales resistance that really appeared formidable, but towards the end of the period a gentle recovery was apparent. It is appropriate that figures should be quoted here. Details of the canteens' meal performance for the half-year to July are:

	Half-Year to July, 1950	Half-Year to July, 1949
Hot Beverages ...	1,939,174	2,031,487
Main Meals ...	559,989	563,530
Light Meals ...	1,157,109	1,270,555

The restaurant statistics are:

	Half-Year to July, 1950	Half-Year to July, 1949
Morning Coffees ...	229,124	338,648
Main Meals ...	304,968	343,203
Afternoon Teas ...	304,324	334,060
Sales	8.9% decrease.	

The current half-year's figures, when to hand, will show that things have picked up considerably.

Restrictions and Costs

Vegetables and salads, last spring, reached prices hitherto thought impossible. Both canteens and restaurants were adversely affected, but the Partnership was (and still is) able to save many hundreds of pounds by buying direct from Covent Garden Market for all its London catering departments, through the Waitrose central buyer. The administration of this scheme, while not devoid of headaches, has been successful because of the all-round co-operation of the catering managers with the central buyer, and because of his determination to obtain for them better and cheaper produce than they could ever buy for themselves.

A conference of canteen and catering managers in October resulted in a new control or costing system being adopted. The outcome to date is that the overall cost of food (our most volatile expense) has been held below estimate and (a very significant "and") below last year's figures. When it is realised that between November 1949 and November 1950 prices of foodstuffs rose as shown later on, and that our standards have not fallen enough to raise either a mass or a minute outcry, it will be seen that the catering managers have done a good job.

Maintenance and Wages

The continual building up of apparatus and equipment in the catering departments has gone on apace. Notable improvements during the year were new tables in the West House Canteen, John Lewis, new tables and chairs at Pratts, a complete new furnishing and redecoration scheme in the Southampton restaurant, Berkel slicing machines for Liverpool, Clearings and Peter Jones, new fish fryers, steamers and tea and coffee sets for several canteen and restaurant kitchens, redecoration at Jones Brothers, extensions at Winchester, complete renovation and refurnishing of Bon Marché Restaurant, redecoration at A. H. Bull; and authority has now been received for a complete installation of stainless steel sinks and draining boards at Peter Jones.

All this maintains and increases efficiency.

Wages Board rates of pay have remained static for the year, apart from a few minor alterations, but there will shortly be a quite large change in the Café Wages Board rates, and the tipping question raised a fundamental point in law which has now been decided by the Court of Appeal (*see our issue for March.*—ED.).

The Future

We await the future with some trepidation. Not only do we dread high prices, but there is a likelihood of a

(*Concluded on page* 473.)

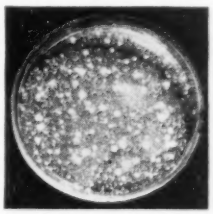
PERSONAL PRIDE—PUBLIC DUTY

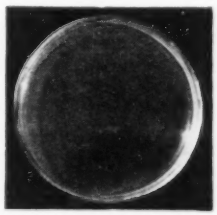
How many customers use your cups, glasses, cutlery in a day? You can't check the health of every user. Even healthy people can be "carriers" of dangerous infections. The smallest cafe can be the focal point of serious outbreaks of sickness. It's your responsibility.

The danger is in the washing-up water

An infected utensil goes into the sink. Some of its germs will be left behind. The next utensil is therefore washed in *infected water*. And the next, and the next . . . Germs are invisible. Utensils that *look* bright and clean may be safe—or positively dangerous. These pictures prove it.

Bacteria in untreated washing-up water





Washing-up water treated by the Deosan Method

THE DEOSAN
CLEAN FOOD SERVICE ROUTINE

A few simple procedures, adding nothing to your staff's labours and little to your running costs will ensure complete sanitization of your washing-up, put you way ahead of increasing official vigilance in this matter. You'll have a kitchen to be proud of, you'll have performed an urgent public duty. A postcard to the address below will bring you full details.

Deosan Limited, 10-12 Brewery Road, London, N.7. ASSOCIATE COMPANY OF MILTON ANTISEPTIC LIMITED

How to cut absenteeism

The main cause of lost time in industry, according to the Medical Research Council, is sickness absence. Much of this absenteeism can be traced to the transmission of contagious ailments through the use of communal towels. After washing, hands should be dried on a clean, fresh, fluff-free paper towel—an immaculate towel like Hi-Dri, designed to be used once, then thrown away!

ROLLER TOWELS MEAN WAITING and CONGESTION
—Lost Man Hours—Transmission of Germs—Expensive Laundry Bills

MOISTURE MAGNET!
Hi-Dri towels absorb every drop of moisture. Will not disintegrate when wet.

DISPENSER CABINETS SUPPLIED FREE ON LOAN

Hi-Dri
PAPER TOWELS

WITHOUT OBLIGATION
Write or phone today for details or ask for a demonstration of Hi-Dri paper towels and further proof that they can help you cut absenteeism!

HYGIENE PRODUCTS (Gt. Britain) LTD., 11 Grosvenor Gardens, Westminster, London, S.W.1
Telephone: VICtoria 1951/2

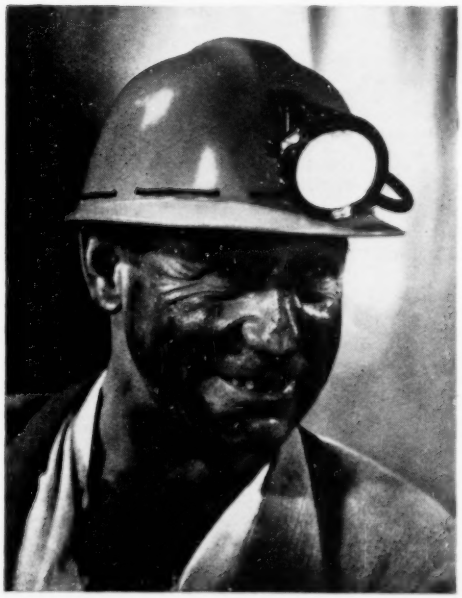
INDUSTRIAL EQUIPMENT That Raises Production Efficiency

(SAFETY)

Two Outstanding New Productions

WE make no apology for devoting so much space in this issue to the products of one firm. The two new pieces of vital safety equipment which we illustrate are warrant enough for their description at length.

The new modern "Panorama" Safety Helmet (*below*) is moulded from rigid P.V.C. and gives ample protection for the wearer, with a basic weight of only 7 oz. When fitted with the lightweight (replaceable) interior harness and with the "Oldham" battery lamp for use underground as shown, the weight is, of course, increased to some extent, but even so the model claims to be the lightest safety headgear available today.



The helmet is well ventilated, is completely waterproof and resists the action of most chemicals. It is made to the revised British Standard Specification and is built to give lasting wear. There is a range of colours—black, white, red and brown—and lamp brackets can be fitted at choice.

The harness is readily replaced and its cost is very reasonable. Reserve supplies may be ordered at the same time as the helmet. **(PM/353.)**

THE new version of the Panorama Universal two-piece goggle (*number* 218 *above*) has been developed essentially for the chemical industry. Its system of ventilation gives complete protection with ample ventilation. It has a wide field of vision and can be worn over ordinary spectacles. The removable window is of crystal-clear acetate and is easily fitted into the groove provided for it. A special feature of the newest addition to the Panorama range is the second groove provided for an additional window into which can be fitted special welding panels of Perspex; colours of this Perspex are now being developed and windows will be available in the near future, making the Panorama Universal also a welding goggle. Where extra ventilation is required, the bronze filters can be easily removed. **(PM/354.)**

(WELFARE)

Industrial Hand Cleanser

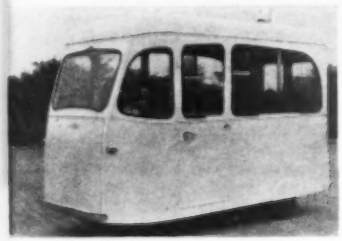
A THOROUGH test of the new "Rex" Industrial Hand Cleanser has, we learn, been made in a number of industries including engineering and printing works and garages, with exceptional results. The manufacturers state that they are already receiving many repeat orders.

The Cleanser, which is non-abrasive and is harmless to the normal skin, "floats" grease and dirt from off the hands whether cold or hot water be used. Hardness of water makes no difference to its effect. The grease is emulsified and does not cling to the washbowl—an important point. **(PM/355.)**

Mobile Canteen

NO fumes, no smell, no noise and a day's running for an electricity cost of 8d. make this new electric pony vehicle an attractive proposition for any business concern. It has been specially designed for the catering and ice-cream industries.

The vehicle is, in effect, a miniature travelling shop, clean of line, adequately protected, compact and adapted for the efficient sale of foods such as ice-cream, sandwiches, soft drinks and snacks.



The body shell is of aluminium and has wide serving hatches at both sides. Roof ventilators are also fitted. The rear loading doors are wide and the floor height is very low. Another point worth noting is that headroom is more than 6 ft.

In the roof is fitted a water tank supplying water to a sink which is covered with a Perspex panel when not in use. As an extra a Calor gas water heater may be fitted, provision being made for the gas cylinder in a cupboard below the sink.

Perspex shelves and trays are fitted for ice-cream cornets and wafers and there is also a rack to hold bottles of soft drinks.

The vehicle is battery-driven and has an excellent performance on the road. Apart from its other duties this canteen should be of the greatest value on building sites and civil engineering jobs where facilities for permanent welfare buildings are not available. **(PM/356.)**

(GENERAL)

Drum Printer

KNOWN as "Drum-Coat," this is a new non-mechanical method of printing letters, numerals, trademark devices, etc., on to all types of cylindrical containers. The loss of time and messy wastage of materials in stencilling such markings on to drums and containers is completely eliminated.

The simplicity of the "Drum-Coat" process is illustrated here. A film of rub-proof and weather-resistant ink is rolled up on a slab, transferred by hand rolling on to the composition type formes, over which the drum is rolled without manual effort.

Among the advantages claimed for this process are that it is simple, foolproof working, ease of handling heavily filled containers, economy of materials and an over-all saving in costs.

The ends of drums, flat containers and export cases, etc., can be marked just as effectively.

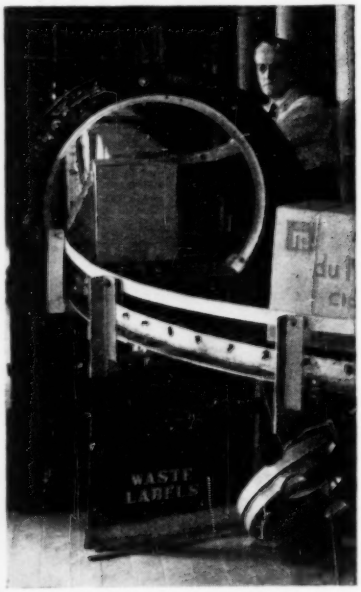
The "forme" consists of a simple bed to hold pre-cast composition letters or numerals. This can be secured at floor level, over which large, heavy drums can be rolled without effort, or at bench height for smaller containers. By using two or more "formes," inked separately, different colours can be marked on the containers simultaneously. **(PM/357.)**

(PACKAGING)

Wiring Machine

FULLY - AUTOMATIC wiring machine, which the makers claim is the only one of its kind in the world, presents an advance in the tensional steel strapping field.

Suitable for all types of packages and requiring no adjustment for containers of different sizes, the machine is fast acting and highly adaptable. Wire strapping can be placed in any desired position around the length or girth of wooden boxes, cartons, crates, etc. in a matter of a few seconds—all automatically. Regardless of size,



Wrapping cigarettes with the new wiring machine

each package is strapped with the same uniform degree of tension.

The only demands made on the operator are that he places the package at the correct position in the tying ring and presses a foot pedal. The wire is automatically placed, tightened and sealed.

The machine is strongly built, self contained and installed complete with electric motor and starter. **(PM/358.)**

Package "Monitor"

A RECENTLY-DEVELOPED use of radioactive materials in industry is the *Package Monitor*, a detecting instrument which should be of interest to those engaged on mass production packaging.

The instrument will detect incompletely-filled packages to a deficiency of 2 per cent of the correct filling by bulk, and can be used at examination speeds of up to 600 per minute. It will detect package filling deficiencies in a wide variety of products including powder, tablets, nuts and bolts, granular masses, etc.

Incompletely filled bags or packages are indicated either through a warning light or physical ejection from the main

stream of products. It is applicable equally to steel or metal containers and to paper or plastic bags of greatly varying dimensions provided that the radioactive material is correctly chosen for the purpose. **(PM/359.)**

(WELDING)

Colour-Control

YET another application of the photo-electric process has been found by designers of a timing device for use in the continuous butt welding process. It has been found that colour temperature of a weld gives the most reliable repetition standard and so photo-electric equipment has proved its adaptability. However, an over-riding timing circuit has also been used in this device as an additional safeguard and to facilitate setting up the welding time.

A photo-electric head, which can be mounted within a few inches of the

weld, is housed in a cast aluminium case with a tubular light shield and glass window. This is attached to the amplifier and relay unit which includes both the photo-electric pyrometer and timing circuits. Sensitivity adjustment is controlled by a knob on the panel.

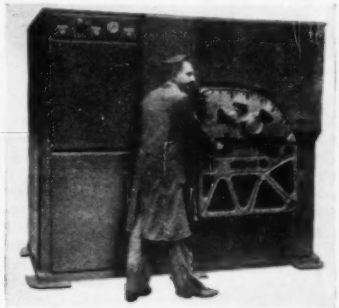
Double Check

The overriding timing circuit controls the weld in the absence of a signal from the photo-cell. However, in normal operation correct weld-temperature will be reached before the end of the time period, and the 30 amp primary contactor will be opened.

In the event of a fault in any part of the equipment, the welding current is automatically switched off. Rate of increase of photo-electric current can be watched on the milliameter as weld temperature increases. **(PM/360.)**

Multiple Spot Welding

SPOT welding position in a high-speed production line could be readily filled by a recently-developed multiple resistance welding machine



which can produce 200 spots in 30 seconds with a power supply of 250 K.V.A.

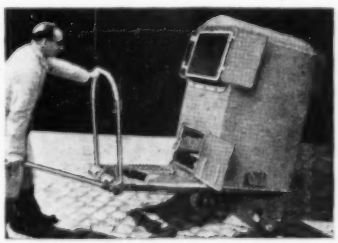
The machine is adaptable to any fast, high-output production process requiring a large series of welds. Timing frequency and cycle of operation is controlled and adapted through a series of cold cathode-type electronic interlinked timers.

A compound method of operation is used whereby the actual welding force is applied by hydraulic means. Primary current to the multiplicity of welding transformers is controlled electronically by means of ignition valves. Welding transformers and timing sequences are so arranged that the speed of operation and the numbers of welds made is variable and can be connected to the power supply in multiples commensurate with the power available. **(PM/361.)**

(GOODS HANDLING)

Useful Trolley

HERE is an ingenious two-wheeled machine (some may call it a trolley; some may call it a truck)



which can be obtained in a wide range of models suitable for carrying loads from 4 cwt. up to 1¼ tons.

The platform is so designed that it will slide under the load easily and smoothly. This is possible because the forward wheel can be retracted.

Another feature is a winch which is incorporated at the same end of the platform as the handle.

When the load is in position on the trolley the retractable front undercarriage can be lowered and locked in position and the load then moved to the desired position.

The trolley is strongly constructed and nicely finished. A feature which should not be overlooked, too, is the fact that loads can be drawn on to the trolley, transported and then moved into position by one operator only. **(PM/362.)**

Hydraulic Loader

DESIGNED for fitting to the Fordson Major tractor, this hydraulic loader is suitable for loading and tipping for farm, factory, building, excavation and coal yards, etc.

The bucket, with a capacity of 7 cwt., allows easy entry into packed material and the tines are protected by shear pins if a damaging obstacle should be encountered.

The oil displacement twin hydraulic rams operate at 1,200 lb. pressure fed from the existing reservoir and a 2-gallon auxiliary tank. Pressure is transmitted to the rams by rigid and flexible high-pressure tubes.

Attachments are available for loading sand, gravel, machinery, timber, etc. The makers can supply a levelling blade or back filling trencher after pipe laying and similar work.

The maximum height when the load is fully raised is 9 ft. 3 in., and the maximum height with the bucket in the tipped position is 8 ft. The safe working load is 8 cwt. The reach from radiator to bucket (in empty, raised position) is 3 ft. 10 in. **(PM/363.)**

[We are always glad to receive details of new products which are suitable for description in this section. Manufacturers—and users—of new equipment are asked to write to the Editor.]

Aberdare.—National Coal Board propose new pithead baths to plans by their Architects' Department, Cambrian Buildings, Cardiff.

LOOKING AHEAD— WELFARE & PRODUCTION EQUIPMENT TO BE INSTALLED

Barking.—T.C. approval recommended for an application by P. Shapira Ltd., for a canteen at 95-97 Tanner Street.

Blackpool.—The T.C. will sell a site at Mowbray Drive to Middleton and Co. (Blackpool) Ltd., for industrial development.

Brighton.—Plans recommended for approval: Extension of factory at Crowhurst Road, for Underwood Elliott, Fisher Ltd., 36 Ship Street, Brighton. An electrical products factory at Mouslecombe Way, for Allen West and Co. Ltd., Lewes Road, Brighton.

Bristol.—The T.C. will lease land at Brislington Trading Estate to Oxo Ltd., for erection of new buildings.

Carlisle.—The City Council is to spend £1,000 improving the canteen facilities at Kingstown Airport.

Cardiff.—The T.C. has approved a proposal by Industrial Precision Units Ltd., to erect new factory premises at Colchester Avenue. The T.C. will lease land at Newport Road Industrial Estate to Farmers Dairymen (Cardiff) Ltd., for development purposes.

Chester.—New workshops and offices will be erected at Sealand Road Trading Estate by the District Blind Welfare Society.

Chesterfield.—Plans submitted: A factory at Brimington Road, for Robertson and Woodcock Ltd. Rebuilding engineering department at Pottery Lane, for Pearson and Co. (Chesterfield) Ltd.

Chichester.—Shippam Ltd., East Walls, Chichester, have plans to erect new factory and offices.

Clacton.—The Council has approved in principle a scheme to develop land on north side of Valley Road as a site for light industrial buildings.

Crawley (Sussex).—Tenders will be invited shortly for a new factory proposed by Vitamins Ltd., 23 Upper Mall, W.6, at the new town area.

Croydon.—Airbri Ltd., Limes Road, Croydon, proposes new factory and offices at New Addington.

Dagenham.—Factory and offices at Hainault Industrial Estate for David Dowling and Co. Ltd.; factory at Hainault Industrial Estate for Rycraft Leather Goods Ltd.

Doncaster.—Erection of a factory at Wheatley Hall Road, for P. Platts and Son Ltd.

Folkestone.—T.C. approval recommended for plans to erect a factory at Wear Bay Road proposed by Cambell, Norris and Co. Ltd.

Grimsby.—A new factory is proposed by Remploy Ltd., 25 Buckingham Gate, London, S.W.1.

Hastings.—The T.C. has been informed that Electrothermal Engineering Ltd., are interested in obtaining a site at Ponswood Estate for a new factory. The T.C. Light Industries Committee have been informed by F. Fryer and Co. Ltd., that they have received B.o.T. sanction to erect a new factory at Ponswood Road Industrial Estate. A new factory is planned by Goodman's Industries Ltd., of Lancelot Road, Wembley. L.P.S. Electrical Co. Ltd., of Ealing Road, Wembley, will erect factory premises.

Hawick (Roxburgh).—Mullen and Weatherston, 9 High Street, Hawick, have prepared plans for a new factory at Burnfoot site, south of Fairhurst Drive.

Ilford.—The T.C. is recommended to have a scheme prepared for the first instalment of a new community centre at Claybury Park Estate, at £5,000.

Keynsham.—J. S. Fry and Sons Ltd., Somerdale, Bristol, have plans for new factories.

Knapton.—New maltings and silo, to cost £500,000, are proposed by British Maltings Ltd., Newark-on-Trent.

Leamington Spa.—The T.C. will lease 8 acres of land at the Trading Estate to Kigass Ltd. Permission to adapt Bath Hotel, Bath Street, as worker's accommodation is sought by The Lockheed Hydraulic Brake Co. Ltd., Tachbrook Road.

Lewisham.—Plans submitted to the B.C.: Factory at 48-56 Dalmain Road for Chamberlain Industries Ltd.; single storey factory at 391-405 Southend Lane, for Blanchard Bros. The consultants, Oscar Faber and Partners, 4 Verulam Buildings, Gray's Inn, W.C.1, have received L.C.C. approval to the application for rebuilding part of Siemen's Works, Grote's Place.

Liverpool.—The T.C. will lease land at Woodend Avenue and Fleming Road, Speke, to Distillers Co. (Biochemicals) Ltd., Fleming Road, Speke, for erection of new factory, and land at Shaw Road, Speke, to Road Haulage Executive, Special Traffics (Pickfords) Division, for erection of heavy haulage depot.

London.—Whinney Son and Austen Hall, 37 Norfolk Street, W.C.2, are the architects for war damage reinstatement of Carpenter's Hall at Throgmorton Avenue and London Wall, E.C.2. Town Planning approval has been received.

Luton (Beds).—Plans submitted: A single-storey factory at Wingate Road and Arundel Road, for Hardhall Ltd. Offices, stores and canteen at Waller Avenue, for Three Star Ltd.

Margate.—Plans submitted: Rebuilding and extension of printing works at Pump Lane, for Thanet Press Ltd. Canteen, etc., at Ramsgate Road, for Klinger Manufacturing Co. Ltd.

Morden, Surrey.—Preliminary work has begun on a site at London Road, Morden, Surrey, where a £160,000 milk processing centre and depot is to be erected for Express Dairy Co. Ltd. Main contractors are Tersons Ltd., Seward Street, Finsbury, E.C.1. Plans include a canteen and ancillary buildings.

Newburn-on-Tyne.—Holland and Hannen and Cubitts Ltd., N.E. Area Offices, Howdon, Wallsend, have been awarded contracts by Leamington Glassworks Co., for a new factory at Newburn, Newcastle-on-Tyne, and by Kirk Co., for factory extensions at West Auckland, Co. Durham.

Newcastle-upon-Tyne.—C. A. Parsons and Co. Ltd., electrical engineering contractors, have applied to the City Council for 7½ acres of land north of the Fossway for works extensions.

Newport (Mon).—Work has commenced on a £75,000 bacon curing factory at a site near Three Bridges, Cardiff Road, for Pitchford and Son, Commercial Road, Newport.

N. Ireland—Ballynahinch.—The architects for a proposed new factory are W. D. R. and R. T. Taggart, 36 Castle Arcade Buildings, Belfast. **Belfast.**—Northern Ireland Government plans to erect three new factories. **Newcastle (Co. Down).**—Messrs. W. D. R. and R. T. Taggart, 36 Castle Arcade Buildings, Belfast, are the architects for a new factory.

Nuneaton.—Plans approved: New factory at Attleborough and Seymour Roads, for Atlas Hosiery Co. (Nuneaton) Ltd. Factory at Central Avenue for Hart and Levy Ltd.

Oldham.—Plans approved: New canteen at Hargreaves Works, Coldhurst Street, for Wm. Bodden and Son Ltd. Extensions in Rochdale Road, for Emmanuel Whittaker Ltd. Canteen at Atlas Works, Atlas Street, for Dronfield Bros. Ltd.

Portsmouth.—T. Errington and Sons Ltd., 7 Cottage Grove, Southsea, have plans for a new factory.

Radcliffe.—Plans approved for extensions at Milltown Street for Truemeter Co. Ltd. Use of site at Bury Road for light industrial purposes for P. Wilson and Co. Ltd.

Reading.—A canteen at Holybrook Road, for Gascoignes (Reading) Ltd.

Richmond (Surrey).—New factory at Crown Terrace, Richmond, for Algee Wear Ltd.—£9,300.

Salford.—Plans proposed: Rebuilding factory at Booth Street and Clowes Street, for Exors. of Frederick Wilks. Rebuilding premises at Greengate Street and New Bridge Street for Greengate and Irwell Rubber Co. Ltd.

Smethwick.—Plans submitted: Canteen and sanitary accommodation at Rolfe Street, for M.D.M. Ltd.

Stockport.—New factory at Haigh Street for the Stockport Steel and Tool Co. Ltd.

Sunderland.—Rebuilding factory for P. Bergsman and Co., Atlas Works, Sunderland.—Architects: Stephenson and Gillis, 2 Saville Chambers, North Street, Newcastle-upon-Tyne.

Surbiton.—Plans submitted: A factory at Lovelace Gardens, Upper Brighton Road, for Presland and Partners Ltd. A factory at Roebuck Road and Cox Lane, for A. Avery. Extensions at Lenelby Works, Lenelby Road, for G. L. Wallis and Sons Ltd.

Swansea.—Works and offices are proposed by Hughes, Morgan and Co. Ltd., of Port Tennant. Plans submitted: Factory extensions at Superheater Works, Strand, for Superheater and Pipe Co. Ltd. A canteen at Brickyard Road, Fforestfach, for Swansea Brickworks Ltd.

Peterhead.—Crosse and Blackwell Ltd., have received Dean of Guild Court approval for extension of their canning factory along the sea front, at a cost of £23,000.

Swindon.—The T.C. will lease a site to Wessex Guild Ltd., at the Industrial Estate for development.

Thornton Heath, Surrey.—Ministry of Works has placed the contract for erecting Crown buildings at Thornton Heath with Truett and Steel Ltd., High Street, Thornton Heath.

Tynemouth.—T. B. Bilton and Sons Ltd., brassfounders, etc., Bell Street, North Shields, are considering the erection of factory premises in Walker Place, North Shields.

Walsall.—The T.C. is recommended to lease a site at Alumwell Road Industrial Estate to Walsall Sandblasting Co. Ltd., and to sell land to Church and Bramhall Ltd.; to Healeys Mouldings Ltd.; and to Jetal Finishes (England) Ltd. New factory premises at Red Lion Street, for T.C.—£13,204.

Warrington.—Plans approved by B.C.: Factory extensions at Factory Lane for Joseph Crosfield and Sons Ltd. Rebuilding factory at Heaton's Yard, John Street, for the Winwick Street Tanning Co. Ltd. A canteen at Lovely Lane Recreation Ground, for Lancashire Steel Corporation Ltd.

Watford.—Factory extensions at Whippendell Road are proposed by Sun Printers Ltd., 52 Long Acre, W.C.2. A new factory will be erected by British Drug Houses Ltd., Graham Street, London, N.1. Ratcliffe and Gretton Ltd. A factory at Lower High Street, for H. H. Butterfield.

Pontypool.—British Nylon Spinners Ltd., propose large additions to their works. The work may cost £600,000. Consulting engineers are Scott and Wilson, 47 Victoria Street, Westminster, S.W.1.

West Bromwich.—British Typewriters Ltd., Queen Street, West Bromwich has been allocated a site in Birmingham Road by the Town Planning Committee for erection of a new factory. New offices and factory at Birmingham Road will be erected for J. Brockhouse and Co. Ltd., Hill Top, West Bromwich. A new factory will be erected for Midland Candle Co. Ltd., Heath Lane, West Bromwich.

Wigan.—Plans approved: A factory at Warrington Road, for J. and J. Plumpton. Riding and Anderton Ltd. have received T.C. approval for a proposed saw mill. Orrell British Legion have plans for a new club at Gathurst Road.

Wolverhampton.—A new factory will be erected for Wolverhampton Regrinds, of 12 Walsall Street.

Caterers' Difficulties

—*from* p. 466

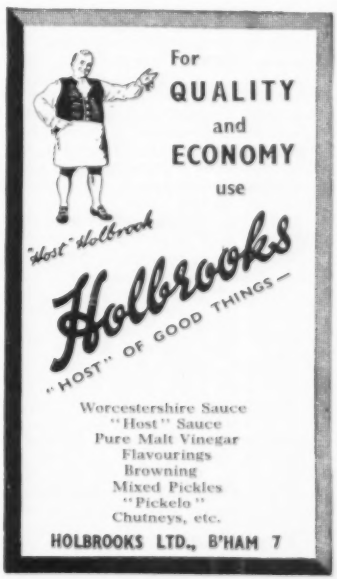
potato scarcity. Since fresh meat is now reduced to a ration of five-sevenths of a pennyworth for each main meal served (and we now get considerably less meat for a penny or a shilling than we could twelve months ago), and since the tinned food manufacturers are so short of metal that deliveries (apart from the inevitable stockpiling) will be heavily down (unless speedy action is taken to use bottles instead of metal), it really does seem that a gloomy forecast is justified. But caterers will do their best not to let the Partnership down, and your suggestions or comments are always welcomed through any or all of the many channels provided for them.

We try to please our "customers," but we depend on them for ideas—even for instruction. No live canteen organisation can fully pull its weight without daily, hourly, contact with those who use its services.

Food Price Increases Between 1949-1950

	%		%
Bacon	18	Dried Eggs ...	25
Baked Beans ...	11	Lemons	100
Biscuits ...	5 to 11	Ice-Cream Wafers	7½
Bread	22	Pepper	150
Butter	33	Raisins	11
Cereals	19	Rice	12½
Chocolate Powder	7	Salt	20
Coffee	41	Sardines... ...	16
Flour	22	Pork Sausages ...	25
Fish (all types)	15 to 40	Beef Sausages ...	6½
Bakery Goods ...	20	Vegetables (av'ge)	20
Fresh Grapefruit...	25	Crockery ...	7½
Fresh Egg ...	14	Kitchen Utensils	11

THE manufacturers and distributors of the Toilok Toilet Roll Holder have just received a contract to supply over 600 of their holders to be used on the various Festival of Britain Sites.



Summary of Official Publications and New Rulings

BILLS

Reserve and Auxiliary Forces (Training) Bill (HL). Dated March 6, 1951. *H.M.S.O.* 9*d*. Makes temporary provision for calling up certain members of H.M. military and air forces for purposes of training.

Workmen's Compensation (Supplementation) Bill (HL). Dated March 6, 1951. *H.M.S.O.* 6*d*. Provides for payment of allowances out of the Industrial Injuries Fund to supplement compensation where the accident happened before 1924. (*See also our issue of March, 1951, p.* 424.)

STATUTORY INSTRUMENTS

No. 199. The Sack and Bag Wages Council (Great Britain) Wages Regulation Order, 1951. Dated February 7, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(c). *H.M.S.O.* 2*d*. (Fixes certain additional days' holiday, referred to as "customary holidays," which the employer must allow unless the circumstances operating in an establishment make this impracticable, and fixes holiday remuneration payable. The Second Schedule amends Order S.B.(25), as amended by Order S.B.(29), to include the new requirements for customary holidays in the overtime provisions. Operative as from February 22, 1951.)

No. 228. The Baking Wages Council (Scotland) Wages Regulation (Amendment) Order, 1951. Dated February 12, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(b). *H.M.S.O.* 4*d*. (Increases statutory minimum remuneration payable. Operative as from February 26, 1951.)

No. 244. The Jute Wages Council (Great Britain) Wages Regulation Order, 1951. Dated February 15, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(c). *H.M.S.O.* 6*d*. (Revokes Orders J.(78) and J.(82), and fixes new statutory minimum remuneration payable. Operative as from March 2, 1951.)

No. 251. Legal Aid and Advice (Staff Pensions) Regulations, 1951. Dated February 14, 1951, made by the Lord High Chancellor under Section 11 of the Legal Aid and Advice Act, 1949(a). *H.M.S.O.* 2*d*. (Provide for the establishment of a pension scheme for staff employed in the administration of the Legal Aid Scheme. Operative as from February 23, 1951.)

No. 254. The Rubber Manufacturing Wages Council (Great Britain) Wages Regulation Order, 1951. Dated February 16, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 4*d*. (Revokes Orders R.U.(26) and R.U. (28), and fixes new statutory minimum remuneration payable. Operative as from March 5, 1951.)

No. 272. The Aerated Waters Wages Council (England and Wales) Wages Regulation (Holidays) Order, 1951. Dated February 19, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(c). *H.M.S.O.* 6*d*. (Fixes annual and other "customary" holidays and holiday remuneration payable. Supersedes the Schedule to Order A.(35) as amended by Order A.(37). Operative as from March 16, 1951.)

No. 273. The Hair, Bass and Fibre Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1951. Dated February 19, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(c). *H.M.S.O.* 2*d*. (Amends Order H.B.(33), by increasing statutory minimum remuneration payable. Operative as from March 5, 1951.)

No. 291. (S.10). The Fire Services (Conditions of Service) (Scotland) Regulations, 1951. Dated February 19, 1951, made by the Secretary of State for Scotland under Subsection (1) of Section 17 of the Fire Services Act, 1947(a). *H.M.S.O.* 2*d*. (Make provision for the counting of war service for purposes of pay of members of the brigade above the rank of fireman: make provision as to conditions for grant of lodgings allowances: provide for payment of travelling expenses and allowances for instructors of auxiliary firemen, etc. Operative as from March 1, 1951.)

No. 305. The National Insurance (Industrial Injuries) (Prescribed Diseases) Amendment Regulations, 1951. Dated February 25, 1951, made by the Minister of National Insurance under Sections 55, 56, and 86 of the National Insurance (Industrial Injuries) Act, 1946(a). *H.M.S.O.* 2*d*. (Extend insurance to tuberculosis in the case of nurses and others employed in occupations involving close and frequent contact with sources of infection. Operative as from March 1, 1951.)

No. 306. The National Insurance (Industrial Injuries) (Prescribed Diseases) Amendment (No. 2) Regulations, 1951. Dated February 26, 1951, made by the Minister of National Insurance under Sections 55, 56, 57, and 86 of the National Insurance (Industrial Injuries) Act, 1946(a). *H.M.S.O.* 2*d*. (Extend insurance against byssinosis to persons employed in certain rooms in waste cotton factories. Operative as from March 1, 1951.)

No. 310. The Cotton Waste Reclamation Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1951. Dated February 26, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(b). *H.M.S.O.* 2*d*. (Amends Order C.W. (45) by increasing statutory minimum remuneration payable. Operative as from March 15, 1951.)

No. 311. The Sugar Confectionery and Food Preserving Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1951. Dated February 26, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(c). *H.M.S.O.* 2*d*. (Amends Order F.(45), as amended by Order F.(50), by increasing statutory minimum remuneration payable. Order F.(50) is revoked. Operative as from March 15, 1951.)

No. 336. The Brush and Broom Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1951. Dated February 28, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(b). *H.M.S.O.* 2*d*. (Amends Order M.(67) by increasing statutory minimum remuneration payable. It also deletes from the Schedule to Order M.(67) the definitions of "home worker" and "apprentice to pan setting." Operative as from March 16, 1951.)

No. 341. The Flax and Hemp Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1951. Dated March 1, 1951, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(b). *H.M.S.O.* 4*d*. (Amends Order F.H. (66) by increasing statutory minimum remuneration payable. Operative as from March 16, 1951.)

Drafts. The Building (Safety, Health and Welfare) (Amendment) Regulations, 1951. Dated . . . . . made by the Minister of Labour and National Service under Section 60 of the Factories Act, 1937(a) and the Transfer of Functions (Factories, etc. Acts) Order, 1946(b). *H.M.S.O.* 2*d*. (Lay down that where mechanically drawn vehicles or trailers are used for transporting workmen or materials on building sites they they must be in efficient working order, operated by a competent person over 18

years of age (unless under supervision for training purposes) and not loaded so as to interfere with the safe driving or operation of the vehicle.) (*See also page* 459.)

GENERAL

Report of a Court of Inquiry into Applications for an improvement in Wages and Salaries made to the Railway Executive by the National Union of Railwaymen, the Associated Society of Locomotive Engineers and Firemen and the Railway Clerks' Association. Issued by the Ministry of Labour and National Service, February, 1951. Cmd. 8154. *H.M.S.O.* 1*s.* 9*d.*

Workmen's Compensation (Supplementation) Bill. Explanatory Memorandum by the Minister of National Insurance. Issued by the Ministry of National Insurance, February, 1951. Cmd. 8150. *H.M.S.O.* 2*d.*

Factory Orders, 1951. Issued by the Ministry of Labour and National Service, February, 1951. *H.M.S.O.* 8*s.* 6*d.* A collection of Regulations and Orders under the Factories Acts 1937 and 1948, and certain other Acts. This covers sections on Health (General Provisions), Safety (General Provisions), Welfare (General Provisions), Welfare Regulations, Health, Safety and Welfare (Special Provisions and Regulations), Regulations for Safety and Health in particular trades, Notification and Investigation of Accidents and Industrial Diseases, Hours of Employment of Women and Young Persons, Fitness for Employment (Young Persons), Home Work, Particulars of Piece Work and Wages, etc.

Work of Engineering Construction. Revised preliminary Draft of Regulations as to Safety, Health and Welfare in connection with such work. Issued by the Ministry of Labour and National Service, Factory Department, February, 1951. *H.M.S.O.* 1*s.* 6*d.*

Annual Report of the Chief Inspector of Factories for 1949. Issued by the Ministry of Labour and National Service, Factories Department, March, 1951. *H.M.S.O.* 1*s.* 6*d.* (*See also page* 451.)

Industrial Health Services. Report of the Committee of Enquiry. Presented by the Prime Minister to Parliament, February, 1951. Cmd. 8170. *H.M.S.O.* 1*s.* 3*d.* (*See also page* 461.)

Occupational Factors in the Aetiology of Gastric and Duodenal Ulcers, with an estimate of their incidence in the general population. Issued by the Medical Research Council, February, 1951. *H.M.S.O.* 2*s.* 6*d.* (*See also our March issue p.* 414.)

Civil Defence. Manual of Basic Training. Vol. II. Pamphlet No. 4. Basic Rescue. Amendment No. 1. Issued by the Home Office, March, 1951. *H.M.S.O.* 3*d.*

INDUSTRIAL COURT AWARDS

No. 2291. Lighthouse Service. (Trinity House) Reference: To determine a claim for a normal working week of 48 hours. Award: The Court referred the matter back to the parties for resumed negotiations. (February 2, 1951.)

No. 2292. Lighthouse Service. (Northern Lighthouses) (as above claim).

No. 2293. Entertainment Industry. Reference: For amended form of contract for members of Scottish Football League to provide for an August-to-August agreement. Award: The Court found in favour of the claim in respect of full-time players only. (February 2, 1951.)

No. 2294. Civil Air Transport. Reference: Claim for increase of 7s. 6d. per week for those grades of catering employees covered by Agreement of the National Joint Council of February, 1948. Award: The Court awarded an increase of 4s. per week to the grades of workers concerned. (February 5, 1951.)

No. 2295. Distributive Trades. Reference: Claim by employees in retail pharmacy for revised rates of wages and conditions of service. Award: The Court rejected the claim as stated, but awarded new specified rates and conditions of service for managers and managueresses, qualified and unqualified assistants. Minimum rates for:-

Managers:- *London* £10 10s., *Provincial A* £10 5s., *Provincial B* £10.

Managueresses:- *London* £10, *Provincial A* £9 15s., *Provincial B* £9 10s.

Male Pharmacists:-*London* £8 5s., *Provincial A* £8, *Provincial B* £7 15s.

Female Pharmacists:- *London* £8, *Provincial A* £7 15s., *Provincial B* £7 10s.

Male Unqualified Assistants:- *London* £5, *Provincial A* £4 15s., *Provincial B* £4 10s.

Female Unqualified Assistants:- *London* £4 10s., *Provincial A* £4 5s., *Provincial B* £4.

These rates apply for a week of 46 hours, exclusive of meal times. (February 8, 1951.)

No. 2296. Civil Air Transport. Reference: Claim for £1 a week increase for hourly-rated engineering employees. Award: The Court awarded an increase of 1½d. per hour on present rates. (February 15, 1951.)

No. 2297. Sports Goods Manufacturing Industry. Reference: Interpretation of Award 2281. Award: The Court ruled that the true meaning of that Award was that all workers who would have been entitled to one week's annual holiday should be entitled to two weeks' annual holiday in the year commencing January 1, 1951, and in subsequent years. (February 16, 1951.)

No. 2285. Public Health Services. Reference: To determine claim by the Staff Side for revised salary scales and conditions of service for medical officers employed by local authorities.

Award: The Court awarded specified rates and conditions for Medical Officers employed in the Public Health Service as follows: *Assistant Medical Officers or Medical Officers in Departments,* £850 rising to £1,150; *Senior Medical Officers,* £1,250 rising to £1,650; *Medical Officers of Health,* between £1,450 and £1,650 for a Local Authority with a population not exceeding 75,000, up to between £2,300 and £2,600 for a population not exceeding 600,000; over 600,000 at the discretion of the Authority.

Salary scales for Deputy, Divisional and Area Medical Officers, and for Officers holding mixed appointments, are subject to negotiation. Part-time Medical Officers to be remunerated in accordance with the Spens Formula for Consultants. Medical Officers of Health holding combined appointments to receive £100 per year above the appropriate rate. (December 8, 1951.)

(*N.B.* This Award was held over from our March issue.)

NATIONAL ARBITRATION TRIBUNAL AWARDS

No. 1605. Rates of Workers n the Motor Vehive, Retail and Repairing Trade. Claim: For increase in wage rates. Award: The Tribunal awarded that minimum rates for adult workers in the Provinces be increased to 2s. 9½d. per hour for skilled workers, 2s. 6d. for semi-skilled and 2s. 3½d. for others, and in the London area to 2s. 10½d., 2s. 7d., and 2s. 4½d. respectively; rates for apprentices and boys to be increased proportionately. (January 30, 1951.)

No. 1606. Remuneration of Certain Seasonal Workers Employed by the Hornsea Urban District Council. Claim: For implementation by the Council of the agreement of the National Joint Industrial Council for Local Authorities' Non-Trading Services (Manual Workers) in respect of seasonal workers. Award: In favour of workmen. (January 30, 1951.)

No. 1607. Rates of Wages and Conditions of Employment of Certain Workers Employed in the Funeral Furnishing Departments of Co-operative Societies in Kent. Claim:

For increased wages and amendment of overtime provisions. Award: The Tribunal awarded rates of pay as follows: Chauffeur-bearers 119s. 6d. per week; General workers who act as bearers 109s.; Coffin makers 125s. 6d.; Polishers 113s. 6d. Rates for youths were referred back for negotiation. The claim for amendment of overtime provisions was found not established. (January 31, 1951.)

No. 1608. Remuneration of Certain Maintenance Mechanics Employed in the Jute Trade. Claim: For observance by the company of terms and conditions not less favourable than those applying to shift workers in the engineering industry. Award: In favour of workmen. (February 6, 1951.)

No. 1609. Overtime Payments to Certain Workers Employed by a Firm of Civil Engineering Contractors. Claim: That company should observe terms and conditions not less favourable than those agreed by the Civil Engineering Construction Conciliation Board. Award: In favour of workmen. (February 9, 1951.)

No. 1610. Rates of Wages of Female Clerical Workers Employed by a Firm of Wholesale Clothing Manufacturers at Wigan. Claim: For specified salary scale in respect of female clerical workers as follows: At 15 years of age, 35s.; 16 years, 40s.; 17 years, 45s.; 18 years, 55s.; 19 years, 60s.; 20 years, 65s.; 21 years, 75s.; 22 years 80s.; 23 years 85s. Award: In favour of workers. (February 13, 1951.)

No. 1611. Employment of Juvenile Workers and Ratio of Apprentices to Journeymen in the Electrical Contracting Industry in England. Claim: Dispute concerning future employment of Category III labour employed in the electrical contracting industry, and the ratio of apprentices to journeymen. Award: The Tribunal awarded that no further Category III juvenile workers should be engaged after December 31, 1951. The Tribunal referred back the question of the ratio of apprentices to be kept under review by the parties and determined in the light of experience of the new apprenticeship scheme. (February 14, 1951.)

No. 1612. Rates of Wages and Conditions of Employment of Certain Workers Employed by a Firm of Retail Grocers and Provision Merchants. Claim: For specified terms and conditions of employment for certain workers. Award: Claim not established. (February 14, 1951.)

No. 1613. Rates of Wages of Manual Workers Employed in the Non-Trading Departments of the Thurrock Urban District Council. Claim: For application of rate equivalent to the London rate agreed by the National Joint Industrial Council for Local Authorities' Non-Trading Services (Manual Workers). Award: Claim not established. (February 14, 1951.)

No. 1614. Question as to the Observance of Recognised Terms and Conditions of Employment in Respect of Two Workers Formerly Employed by an Engineering Firm at Hebden Bridge. Claim: Whether company were observing recognised terms and conditions in the engineering industry in relation to holiday credits in respect of two workers. Award: In favour of workmen. (February 16, 1951.)

No. 1615. Rates of Wages of Workers Employed in Messing Stores by the Navy, Army and Air Force Institutes. Claim: For increase in existing wage rates. Award: Claim not established. (February 19, 1951.)

No. 1616. Claim for the Upgrading of a Gate Porter Employed at a Hospital in the South East Metropolitan Region. Claim: That worker named should be graded as Class I gate porter. Award: Claim not established. (February 20, 1951.)

No. 1617. Remuneration of Certain Musicians Employed by the Portsmouth Corporation. Claim: For specified rates of remuneration to musicians employed in pier ballrooms. Award: The Tribunal awarded minimum rates as follows: Pavilion Ballroom, £10 10s. per week; Minor Hall £9 9s., unless used in conjunction with the Pavilion Ballroom when rate will be £10 10s. Payment for overtime and casual engagements was referred back for negotiation. (February 21, 1951.)

Management Bookshelf—*from* p. 456

this section could have been expanded to give the student a fairer picture of the part which "Employees' Service" plays in making a happy factory—particularly as there is room to spare at the end of the chapter. The indexing of this subject is also not very satisfactory.

A book of very real value both to those for whom it is primarily produced and for people much more senior in industry than they, who need to re-discover the principles on which their job is based.—*B.T.*

SQUARE DEAL FOR EMPLOYEES

SOME form of *joint consultation* at factory level must form a part of the industrial structure of the future. *Co-partnership* cannot be universally applied, nor can it adopt a common form. Its prospects of success are greatest in enterprises where output and profit ratio are relatively constant, and where labour turnover is small.

Profit-sharing, justly applied, achieves good results; but if profits are distributed in the form of bonuses, care should be taken to relate the value of the bonus to the individual's normal rate of pay—where possible by a common and easily understood formula.

Some form of *payment by results* is desirable where it can be done equitably. Most employees like it.

Most important of *non-financial incentives* is security of tenure.

Factory Welfare should be linked with the local community, so that the "serious social evil" of complete self-containment does not arise.

Management has an absolute duty to concern itself with the *technical education* of its employees.

These are some of the main conclusions reached by W. Robson Brown, M.P., and N. A. Howell-Everson in their analysis* of the experience of nearly 600 British industrial undertakings in the field of industrial democracy.

The book is the first serious attempt to measure what effect the 50-year-old "square deal for employees" movement—joint consultation, profit-sharing, welfare, and the rest—has had in the promotion of better relations between labour and management.

As the conclusions show, the authors have gone further than this. They have formed decided opinions on whether the developments in industrial democracy have produced the right practices and, if so, whether we know how to apply those practices in the right way.—D.H.

* *"Industrial Democracy at Work," by W. Robson Brown, M.P., and N. A. Howell-Everson.* (*Pitman*, 12s. 6d.)

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FORTHCOMING EVENTS

British Association for Commercial and Industrial Education

April
11 "Education and Training for Responsibility." One-day Conference. Manchester.

British Institute of Management

3 Winter Proceedings. Management House. 5.30 p.m.

Burton Manor

15-20 "Supervisory Management." Wirral. **Course 151.**
23-28 "Safety at Work." Wirral. **Course 196.**
April 29-May 11 "Supervisory Management." Wirral. **Course 198.**
April 29-May 11 "Personnel Management." Wirral. **Course 200.**

Illuminating Engineering Society

4 "Colour and Lighting." S. A. Wood. 4 Northampton Gardens, Swansea. 5.45 p.m.
5 "Colour and Lighting." S. A. Wood. South Wales Electricity Board, Demonstration Theatre, The Hayes, Cardiff. 5.45 p.m.
6 "Safety and Vision." E. W. Murray. Electricity Showrooms, Market Street, Huddersfield. 7.15 p.m.
10 "Lighting in the Pottery Industry." H. Wade Harvey. 31 Kingsway, Stoke-on-Trent. 6 p.m.
12 Brains Trust. East Midlands Electricity Board, Demonstration Theatre, Charles Street, Leicester. 6.30 p.m.
12 Brains Trust. Yorkshire Electricity Board, 45/53 Sunbridge Road, Bradford. 7.30 p.m.

Industrial Welfare Society

13-16 Conference for Industrial Editors. Harrogate.
16-20 Conference for Junior Executives. London.
27-30 Conference for Secretaries of Sports and Social Clubs. Buxton Spa.

Institute of Industrial Administration

12 "Does Management Make the Best Use of the Facilities Available?" Lord Verulam. (Annual General Meeting) School of Hygiene and Tropical Medicine, Keppel Street, London, W.C.1. 7 p.m.
18 "Management Forum." (Annual General Meeting.) Grand Hotel, Colmore Row, Birmingham. 6 p.m.
19 "Industrial Psychology." J. Munro Fraser. The Polygon Hotel, Southampton. 7.30 p.m.

Institute of Industrial Supervisors

4 "Modern Foremanship." H. R. Harbott. The Technical College, York. 7.30 p.m.
5 Members' Discussion Night. White Hart Hotel, Sankey Street, Warrington. 7 p.m.
10 "Accident Causes and Prevention." E. H. Hudson. Canteen, Carpet Trades Ltd., Mill Street, Kidderminster. 7.30 p.m.
10 "Public Parks and Recreation Grounds—Their Relation to Industry." F. A. Boddy, N.D.H., D.Inst.P.A. Dudley and Staffordshire Technical College, Dudley. 7.30 p.m.
11 "Joint Consultation and the Foreman." J. A. Hunt, M.B.E. Grammar School, West Bromwich. 7.45 p.m.
19 "The Foreman and the Personnel Department." C. Broadhead. Central Hall, Oldmarket, Bristol. 7.30 p.m.
19 "Works Information and the Supervisor." C. A. H. Owen. College of Technology, Howard Street, Rotherham. 7.30 p.m.
24 "Incentives." R. N. Marland, B.Sc., A.M.I.Mech.E., M.I.P.E. Canteen, Carpet Trades Ltd., Mill Street, Kidderminster. 7.30 p.m.
26 "Some Aspects of Industrial Training." R. Latham. Works Canteen, John Garrington & Sons Ltd., Darlaston.

Institute of Personnel Management

5 "Problems of Morale in Scattered Units." London.
6-8 "Training: The Future." (Joint Conference with B.A.C.I.E.) Ashridge, Herts.

Institution of Works Managers

3 "The Value of Publicity in the Works." R. Pugh. The Grand Hotel, Sheffield. 7.30 p.m.
13-15 Third National Conference. "Works Managers and the Present Economic Situation." Prince of Wales Hotel, Southport.
18 "The Measurement of Productivity." W. C. Puckey. James Watt Memorial Institute, Birmingham. 7.30 p.m.

National Institute of Industrial Psychology

13-16 Annual Residential Conference. Buxton.

Y.M.C.A. College for Adults

3-17 Special Course for young men and women from industry and commerce. Broadstairs.
24-28 Special Course for young men and women from industry and commerce. Broadstairs.

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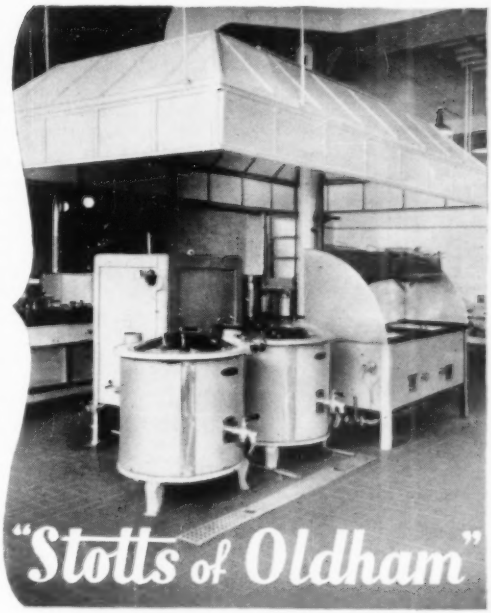

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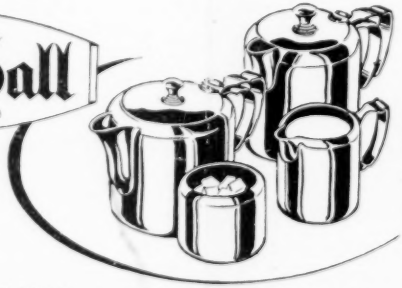

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Printed for the Proprietors, Trade Chronicles Ltd., 180 Fleet Street, E.C.4 (CHA. 8844), by the Sidney Press Limited, London and Bedford. April, 1951. Advertisement and Editorial Office, 180 Fleet Street, London, E.C.4.